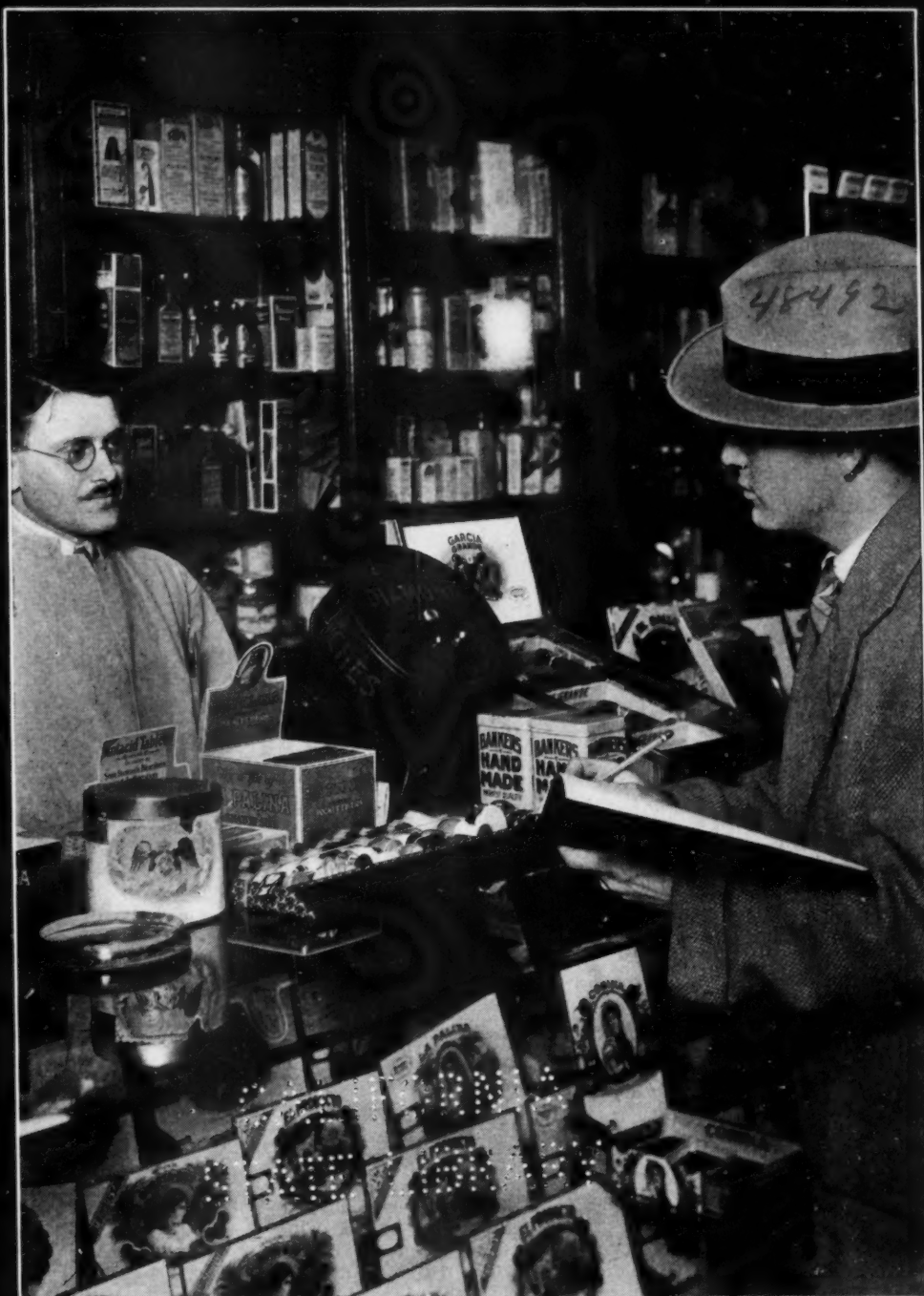


# MARKET management



Luckies lead . . . Chesterfield gaining most rapidly . . . Lever Brothers over C-P-P . . . Pond's a smash . . . also Ex-Lax . . . Barbasol gains, 8 out of 15 . . . Pepsodent leading dentifrice, second mouthwash . . . Camay scores in West . . . Philip Morris beats O.G. in gains.

**Leading Drug Store Brands in 15 Major Markets—*the first of a steady series of market investigations***

VENTY CENTS

January 1, 1934

# SMASH!

## IN WINDOW DISPLAY

Don't let a **COLD**  
cork you up!

- What do you want in a display?  
Prettiness - or POWER?  
Sweetness - or SALES?  
Something so "slick", so smooth  
that attention just *slides* off it—  
or IDEAS that STOP 'em like a  
blunt-nosed bullet?
- Here's such a display idea—  
illustrating that "stopped-up"  
feeling of a cold with two actual  
corks in the nose!
- Gripping! Graphic! Daring!  
Dramatic! And results proved  
that Einson-Freeman displays  
*produce!*
- If you want a display that  
"stops"—and SELLS—consult  
an Einson-Freeman executive.

BREATHE

# VAPEX

-UNCORK NASAL PASSAGES

*inhale relief!*

**EINSON-FREEMAN CO. INC.**

• LITHOGRAPHERS •

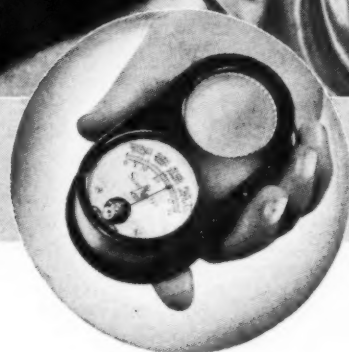
Starr and Borden Avenues • Long Island City, N. Y.

Specializing  
in window and  
store display  
advertising





## AGAIN STATLER HOTELS PIONEER A NEW COMFORT FEATURE



### THIS IS THE SIGHT-METER

The illumination of every guest room in every Statler is certified by the *Sight-meter* to be ample (certificate is displayed in the room) as follows:

*Illumination at center of room*—ample for reading normal print.

*Illumination at bed-head*—ample for reading fine print.

*Illumination at bathroom mirror*—ample for close visual work.

*Illumination at writing table*—ample for reading fine print.

*Illumination over easy chair*—ample for reading normal print.

Every guest room in every Statler is regularly checked with the *Sight-meter*...to keep its lighting ample.

## Certified Guest Room Lighting

● Statler Hotels now offer an entirely new standard of guest room illumination. The proper degree of light is exactly achieved at every lighting point; in the center of the room...over the easy chair...at the writing desk...above the bed-head...over the bathroom mirror. We *guarantee* this lighting to be of the necessary intensity...and we *display the certification in the room*.

Certified lighting is the latest in a long list of innovations which these hotels have pioneered. The private bath with every room, circulating ice water, bed-head reading lamp, full-length mirror, free morning newspaper under

the door, free radio reception...these are *comfort features* the Statlers have pioneered. And too, these houses have introduced many *service features*... such as the elimination of unsolicited tip-seeking attentions in public washrooms; the removal of surcharges from articles sold at lobby cigar stands and newsstands; the banishment of the hat-check tip at the entrance of our public restaurants.

It has remained for us (we think quite logically) to do something about the lighting of hotel guest rooms...and we have *done it*. We think you'll like **CERTIFIED LIGHTING!** We know *your eyes will like it*.

# HOTELS STATLER

"WHERE THE GUEST IS ALWAYS RIGHT"

Cleveland

•

Buffalo

•

Detroit

•

St. Louis

ROOMS BEGIN AT 2.50

ROOMS BEGIN AT 3.00

ROOMS BEGIN AT 2.50

ROOMS BEGIN AT 2.50

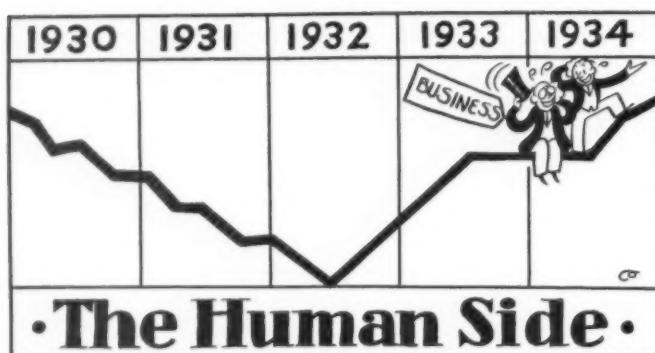
Boston

•

New York (Hotel Pennsylvania)

ROOMS BEGIN AT 3.50

ROOMS BEGIN AT 3.50



### A Million-Dollar Salesman Explains

Equitable Life Assurance Society has a Chicago agent by the name of Harry Wright who wrote more than \$1,000,000 worth of life insurance straight through the depression: '31, '32 and '33.

The company asked him to tell a group of other agents how he did it. He said:

"I believe a man is a success in proportion to his enjoyment of his work.

"I work as hard trying to better my application record as the average man does trying to improve his golf score.

"I write business by appointment only.

"Protection is the important thing; a beneficiary never asks what kind of insurance the insured carried.

"I aim to do business with a large number of people. Some of them will be successful and will in turn make me successful by buying more insurance.

"I wouldn't sell a man if I couldn't first sell myself the idea that he needed insurance.

"I do most of my actual selling at the time of delivering the policy, after a thorough diagnosis.

"I keep accurate records of my calls and interviews. I can refer back and tell you whom I saw and how many interviews I had any day of the year."

Forget the fact that Wright sells life insurance. His creed is that of a successful salesman, and it can be applied to any product or service.

### Lady Hat Pickers

Douglas Warner, son of Truly Warner of the 34 Truly Warner hat stores throughout the country, discovered some time ago that many men also have difficulty making up their minds about their hats. They feel the need of a wife or a young lady friend, to advise on such matters as style and color and general fitness.

Since every man could not bring a lady when he sought a hat (and since some sales were being lost, by the lack of her) Mr. Warner decided a couple of weeks ago that one young lady should be provided for each Truly Warner store. She would be both style adviser and hostess. Versed in beauty, she would also be a person of intelligence and tact, who would give advice only when the prospective customer seemed in doubt, and then only when the p.c., at the clerk's suggestion, said he wanted her to participate.



The first young lady is now being trained in one of the twelve Truly Warner New York stores. In a month or two, Douglas Warner expects, there will be one in each of the entire group. They will be attractive, of course—average age 25 years—and specially trained for their jobs. Their advice will be available for men in doubt about hosiery, gloves and other things the stores sell.

A newspaper advertising campaign on this service will start in January, through Empire Advertising Service, New York.

### Maybe the Price Is too Low

During the recent national contest to determine who could make merchandise the worst and sell it the cheapest a prominent department store in the Middle West bought a quantity of women's shoes of very good quality and current style at the exceptionally low price of eighty-six cents a pair.

It was a scoop which once more proved the constant alertness and tremendous buying power of this "great store" and the buyer rubbed his hands in happy anticipation of the crowds that would jam his department when he put those shoes on sale.

He decided that a 100 per cent mark-up on the cost price would be ample profit and would, at the same time, enable the store to "knock 'em cold" with a bargain that was a bargain indeed.

He accordingly took generous space in the local newspapers in which to feature this, "astounding bargain—regular \$5 shoes for \$1.72."

Now, those shoes were just as big a bargain as the store claimed they were (which couldn't be said of most of their alleged bargains), but for some unknown reason, the crowds neglected to rush in and grab them.

On his way home that evening, the buyer saw a good-looking used car, of popular make, on a dealer's lot, marked \$95. Being somewhat interested in the prospect of owning a car himself, he paused to look over this apparently attractive bargain.

He looked over the car carefully and he looked again and again at the price, lettered in chalk on the windshield—\$95. Then he chanced to remember that sometimes dealers marked only the down payment that way, so he sought out the salesman and made inquiry.

"Do you mean \$95 down, or is that the full price?" he asked.

"That's the full price," the salesman assured him.

"Why—what's the matter with it?" the department store executive asked, almost without thinking what he was saying.

Then another thought struck him: "By Jove! that's exactly why those shoes didn't move today! They were so cheap, the shoppers were wondering what was the matter with them!"

A few days later, he marked those same shoes \$3.95 and they were readily disposed of.

### Recipe for Sales Management

Allan Brown, Bakelite official, made a business talk recently and at the close of the meeting a bright eyed chap, fresh out of college, came up to him and said: "Mr. Brown, can you give me in a few words a formula for expanding the market and the sales for any product?"

Mr. Brown smilingly said: "Yes. Have you a pencil and paper? Here is the formula:

30 sleepless nights.

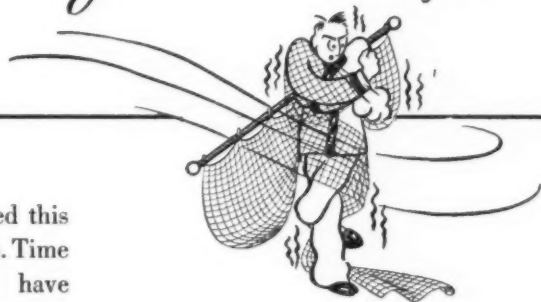
30,000 miles of travel by rail, motor and plane

10 square yards of shoe leather.



# Lace curtain Coverage

lets in a lot of cold air—says Joe Hawley, salesmanager



"MEBBE you've noticed this agitation for lower railroad fares. Time was when my pulse would have pounded over the prospect. Every expense account slapped on my desk looked like the annual salary figure for a couple of railroad vice-presidents. We must have built a lot of Pullmans before we quit the long hauls.

"But a few years ago we quit hopping the rattlers so regularly. And we wouldn't go back to them now if they let us ride free, with continental breakfast thrown in. Too much of my time went to fussing over sales expense, route lists, credits, long distance pep letters, freight rates, salesmen with indigestion, funny deals and all the infinite detail that puts a strain on a felt chair pad and the seat of the salesmanager's pants. Since we ganged this New York territory, my soles wear

thin sooner but my pants don't get shiny. The salesmen haven't been wearing the plush off any Pullman seats, either. They now spend all the time with the trade the N. R. A. allows.

"Railroad fares still look steep when five cents on the subway gets you to any dealer in New York. And New York dealers supply seven million customers. After you're set in the big city, you can help yourself to seven suburbs that kick in with 1,500,000 more customers. And there are hundreds of little big-cities available without overnight executive insomnia.

"It's nice to have so many people prefer the same section—and the same newspaper, too. We like the Sunday News, because it opens up the whole area of metropolitan influence. We can handle the territory easily and economically through our New York office and warehouse. Our Sunday News coverage is ample protection against cold feet. Anybody who wants the royal bedstead with a lace curtain for a comforter can

have it. I'd rather be tucked comfortably into a territory that consumes ample merchandise and doesn't sacrifice profit for prestige. We're switching plenty of freight cars up to our loading platforms. And we're delivering more carload lots and less L.C.L. shipments."

JOE HAWLEY'S metropolitan move kept him in the profit group when many manufacturers strayed into the red. The Sunday News market has less than 2% of the national area, holds 13% of the population, delivers 18% of the country's total sales. If you depend heavily on magazine space, you need The News to bolster up business here—to get your share of what the market has for you. Only one paper can give you adequate representation in every borough, in every income group, in the suburbs, in the outside zone of New York influence. That paper is The News.

In 94 cities of 10,000 and over, the Sunday News reaches better than 20% of the families. In New York City more than half of the families read The News. Sunday News thick coverage, extra-effective small-size page, satisfying low cost make it the right vehicle to take you places in the New York market.



NOW MORE THAN  
**2,000,000**  
COPIES, NET PAID

**THE NEWS**  
*New York's Picture Newspaper*

220 EAST 42nd STREET, NEW YORK  
Tribune Tower, Chicago + Kohl Building, San Francisco

MEMBER OF METROPOLITAN SUNDAY NEWSPAPERS

# SALES management

Vol. XXXIV. No. 1

January 1, 1934

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100,000 pounds of foot energy

15 bushels of facts

Bring to a slow boil, and let stand for a year."

## Flagging the Bad Spots

One of the nation's largest food distributors (anonymous by request) made a discovery recently in salesman's psychology. This company has a large number of items. It requires a report after each call on items stocked.

For years each report listed all the items carried and under the world "handled" was space for a check mark. Usually each report had a nice array of check marks.

But a smart sales manager changed the form to read "NOT handled."

Check marks under "Not handled" became warning signals. Previously the salesmen had been complacently happy over the array of goods handled. When the NOT appeared, and check marks showed up, they began to show concern.

It seemed to be a mark against their efficiency. They got nervous. They showed keen desire to obliterate the repeated reflections on their ability.

"We found, for the first time, we were flagging the bad spots," said this sales manager. "Adding that negative word has worked wonders with our distribution. Simple little thing but oh, how it has worked to bring in orders for goods not on the shelves before."



## Inferiority Complex—Bullseye for Sales

"Watch this little girl work. She's good," said Bill Robinson, showman. Bill has been around expositions, trade shows, amusement piers and fairs for years as a matter of business. He appreciates those artists who understand crowd psychology and make 'em buy.

Sylvia, the good little girl, stood behind a glistening glass case. On it were various ornamental glass containers holding a dozen shades of tinted face powders; brunette, Rachele, naturelle, suntan and some very, very white. Sylvia's job was to give a brief talk on the extreme necessity of having milady's powder "expertly blended" to suit her individual complexion.

Women crowded around. Addressing one of them Sylvia asked:

"What do you use?"

The woman named her favorite tint. Sylvia said nothing but her eyebrow lifted in surprise. For the flash of an instant doubt, question, amazement registered in her bright eyes. The woman cringed. Her inferiority gripped her. Involuntarily she opened her purse.

Sylvia methodically went to work, carefully, painstakingly, mixing a little of this and a little of that, with all the precision of some surgeon deftly saving a life. The mixture went into a bright box.

"Seven dollars," murmured Sylvia, "Thank you. You will find this much better."

"She knocks 'em dead," said Bill in his rough, crude way. "That little girl can show surprise and amazement in a dozen different ways. Lips, eyes, eyebrows, a shake of the head. No matter what they call she's always surprised. These women are never right. Yes, that little girl's good."

"What do you use?" asked Sylvia.

"Rachele," replied the next lady.

Sylvia's face was immobile. Not a change of expression. But a swift intake of her breath spoke volumes of horror.

"Don't she mix her stuff sweet?" whispered Bill, forgetting his grammar. And I knew he wasn't referring to the powders.



What television will offer in years to come, Castle Films give you NOW! Action! Music! Drama! Talk! On one screen or a thousand screens—before a selected group, or to dealers in every town in the nation!

# IS HERE

FOR YOUR  
BUSINESS!

# TELEVISION

## CASTLE FILMS

WHY do millions who never laid eyes on international screen celebrities still know them *personally*?

Because multitudes everywhere have seen and heard them IN ACTION! . . .

Moving pictures take good artists and make them international heroes.

Moving pictures can take a good business—YOUR BUSINESS—and make it the respected, intimate friend of jobber, dealer, and CONSUMER!

Where the written word leaves off, where the spoken word falls down, Castle Films convince, dramatize, *sell*! Sell at the point of sale where battles are fiercest.

Castle knows business motion pictures from script to screen. Twenty years of transferring dramatic stories from field, factory and workshop to audience have taught us what to do, what to leave alone. We'll make a picture *that pays* or we won't make a picture!

Don't confuse Castle Films with lighted, lifeless still pictures, phonographic record attachments, or other equipment belonging to a bygone sales era.

TO SHOW CASTLE FILMS YOU NEED: Two small suitcases containing the NEW 16 mm. *sound-on-film* portable fire-proof projector.

It costs you nothing to learn what we have accomplished for others. Advertising agencies recognized.

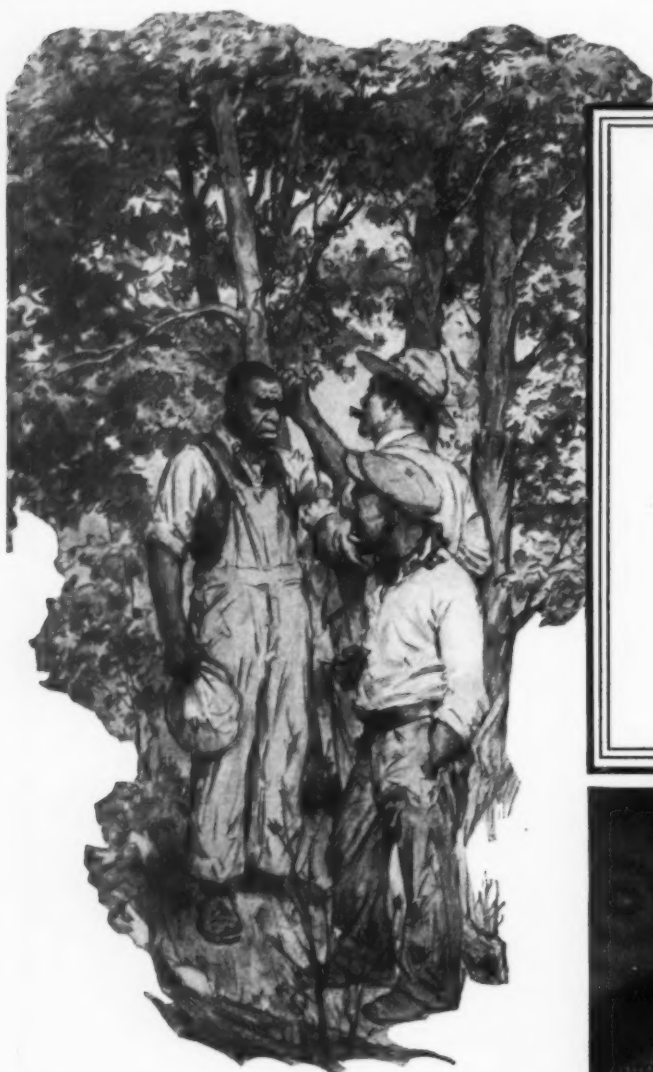
### CASTLE FILMS

**Producers—Distributors—Exhibitors of BUSINESS MOTION PICTURES**

R. C. A. Building, Rockefeller Centre, New York City

Wrigley Building, Chicago

• Pacific Coast, Claus Spreckels Building, San Francisco



**WILDCAT** counts it a lucky day when he and his mascot, Lady Luck, contrive to keep two jumps ahead of trouble. And many a Post reader counts it a lucky day when a tale of the adventures of this intrepid pair appears in *The Saturday Evening Post*.

*For the Post makes its characters real personalities. They live in the memories of Post readers.*

This power works for advertisers as well as for authors. Post readers sit down and leaf straight through the magazine. As they look to the fiction for entertainment, the articles for information, they depend on the advertisements for news of things to buy. For instance, Willard Storage Battery advertisements have appeared in Post pages for 18 years. Willard experts check and re-check their batteries. And they are just as careful in checking and re-checking the effectiveness of their advertising.

## TWO KNOWN WINNERS

Hugh Wiley's "Wildcat"  
The Willard Battery



BACK OF THEM BOTH . . .  
THE POWER OF THE POST



THE WILLARD STORAGE BATTERY COMPANY HAS AUTHORIZED THIS STATEMENT:

"The first national advertisement of Willard Batteries appeared in *The Saturday Evening Post* in 1915. Using *The Saturday Evening Post* as the foundation of our advertising for the past 18 years it has been our experience that Post advertising does two things—creates new customers, and exerts a strong

influence on our 35,000 dealers. Willard dealers, like all business men, believe in the Post for effective advertising. They agree with us that our sales success is due in great part to the reader-customers who put their faith in our advertising because they see it in *The Saturday Evening Post*."



THE POWER THAT BRINGS NATIONAL REPUTATION TO AUTHORS AND LIFE TO THEIR CHARACTERS IS THE SAME POWER THAT GIVES NATIONAL REPUTATION TO ADVERTISERS AND LIFE TO THEIR TRADE

# THE SATURDAY EVENING POST

"AN AMERICAN INSTITUTION"





- • • American farmers this year had a cash income 42 per cent greater than in 1932, and this upward trend should continue through 1934. The South is having a real boom. Next year the hog and corn farmers in nine middlewestern states will receive special government checks totaling about \$286,000,000 and this will be in addition to the cash values of crops sold.

# Significant Trends

As seen by the editors of *Sales Management* for the fortnight ending January 1, 1934:

## Surveying The Year

When we think, as we all do constantly, of where we'd like to be, we are inclined to forget where we have been. It seems appropriate then, during these days of setting quotas and making resolutions, to cast up the accounts for the year just closed. Here follow some comparisons which show big gains in some classifications, moderate gains in others, here and there a slip-back, which in the case of commercial failures, for example, is just what we want to see:

	Today	Last Year	% Increase
Electrical production .....	1,619	1,519	6.6
Steel, % of capacity .....	36.0	14.5	148.3
Lumber, Ms of feet .....	168,799	94,209	79.2
Bituminous coal, daily av. ....	1,100,000	1,138,000	(d) 3.3
Freight car loadings .....	537,503	520,607	3.2
Bank clearings, billions .....	4,087	3,818	6.6
Automotive sales, Nov. ....	130,000	56,000	132.1
Business failures, week .....	260	590	(d) 55.9
Newspaper advertising, 52 cities, lines in thousands .....	99,823	94,967	5.2
Price index of commodities, U. S. Bureau Labor Statistics. ....	70.9	63.1	7.3
Farm products price index .....	56.0	44.7	11.3
Business index, Fisher .....	75.0	65.0	15.4
Factory employment .....	71.4	59.4	20.2
Value stocks, NYSE, billions .....	32.5	22.3	46.2
Exports, millions .....	194.0	153.6	26.1
Imports, millions .....	151.0	105.5	42.5

- • • One of the most interesting experiments of the government is the Tennessee Valley development. Some think that it is the first step toward a socialization of all public utilities. Others say that the administration has no thought of taking over the utilities but is determined to prove to private owners that lower rates mean greater consumption, and that greater consumption means greater profits.

- • • The most recent news is the announcement that a number of manufacturers of electrical appliances will cooperate with the government through selling equipment at minimum prices. In Canada, where much of the power is sold by municipalities, rates are much lower than the average in this country, and the per capita consumption of current is far ahead of consumption here. Lower rates stimulate appliance sales; greater use of appliances stimulates current consumption, lowers costs and possibly increases profits to producers and distributors of current. The T.V.A. is setting out to prove or disprove that theory.

- • • Crops harvested in 1933 brought \$4,076,537,000 on the farm, an increase of 42 per cent over the

\$2,879,517,000 of the previous year. The total was almost exactly the same as the 1931 figure. The most marked increases were in cotton, corn, wheat and tobacco.

## Reasons for Optimism

The government's experts are now confident that an upturn is *assured*. They base their conclusions upon a number of factors, of which the following are of major importance.

The government is putting about half a billion into the capital of commercial banks, and with this and insurance of deposits banks are expected to adopt a more liberal loan policy. . . . The government will have poured into the economic structure during December alone the sum of 800 million dollars, and most of this money is being poured in at the bottom, among people who will spend it quickly. . . . The export markets are definitely feeling the stimulus of dollar depreciation. . . . The country has caught up with the lag caused by overproduction in the early summer. . . . The economic forecasts of many major industries, as reported to Washington, indicate definite expectation of better business and of an intent on the part of managements to go ahead. Resumption and increases of dividends are helping mass purchasing power.

- • • Per capita production of the six major grain crops this year was the lowest on record! And the physical volume of production of crops, forest products, lumber and minerals per capita has not been so low in this century. Where we had huge surpluses we may soon see a scarcity.

- • • Passenger car and truck output this year will approximate 2,040,000 units—a gain of 42 per cent over last year. Cram's Automotive Reports believes that 3,000,000 is a conservative estimate for 1934.

- • • Less than a month remains before the time when car loadings normally begin to enjoy a rise which shows irregular progression through until Fall.

- • • Ever hear of Mr. Roosevelt's charts? Although July showed on most business charts as the month of greatest activity in 1933, it ranked as one of the worst months in history under the President's method of calculation. Industrial production was at 100 (1923-1925

normal), but wages paid were 50.1 and jobs 29.9 points under it on the index. November, on the other hand, was a good month according to his charts, for then there was the best *balance* since 1931. Production was down from July, but employment had climbed to within 2 points of the production index, and payrolls were only 17 points below it.

## Plymouth's New Quota

Several months ago we quoted from a confidential bulletin to Chrysler Corporation distributors—that the Plymouth quota would be one-third of combined Ford and Chevrolet sales in any territory. Early in December revised quotas were sent out which reflect the optimism engendered by Plymouth's amazing sales record. In the future the Plymouth quota will be one-third the registration figures for all three. In other words, Plymouth now admits no superiors.

• • • The public's interest in automobiles was demonstrated by the turnout at Ford's show in New York. More than one million visitors attended during the first week.

• • • The lowered dollar in terms of foreign currencies has worked wonders for the motor companies. General Motors sales in November outside the U. S. A. were a full 100 per cent greater than last year.

• • • During the last five months Prest-O-Lite sales of replacement batteries exceeded those of any other five months since the company started making batteries 19 years ago, and the percentage increase of the higher-priced batteries was considerably greater than for the line as a whole.

• • • The railroads report an interesting situation in the farm districts: for more than four years their volume of *inbound* freight to these sections was negligible, but now the volume is back to normal. Farmers have more money, and are spending it.

• • • Russian-American recognition seems to have caused a change in the Soviet outlook on life. Heretofore they have insisted that their moving pictures should contain propaganda for the proletariat idea, but now the Soviet representatives are looking over samples of the American product made during the last two years. Warner Brothers negotiated the first two contracts for American films, and soon the Russians will be seeing "Cabin in the Cotton" and "Trilby." They may get the chewing gum habit next.

• • • Before the depression any sales work that the United States Steel Corporation did was pretty well hidden from the general public but now in addition to advertising in the business press they are including with their preferred dividend checks this letter:

"Who are the buyers of steel? All who cross bridges, play pianos, clip papers together. All who telephone and telegraph. All who rest and sleep cushioned by steel springs. All who use pins, who sew, who ride on concrete roads. All who carry the time in their pockets. All who manipulate tools. As a stockholder of the United States Steel Corporation and as an ultimate buyer of steel, opportunity is afforded to you to encourage the use of corporation steel for projects and services and products which will redound to the beneficial interest of the industry of which you are in part owner."

## Christmas Buying Heavy

"The best Christmas trade since 1930," is what many storekeepers were saying at the end of last week. Not only were stores more crowded than in several years,

but people were buying instead of just looking. Sales of New York and Brooklyn stores were up 6.1 per cent over last year. The buying wave in Detroit sent holiday sales 10 per cent over the 1932 level. Chicago's shopping, according to preliminary reports, was at the highest level since 1928—and in glassware there was the biggest boom in fourteen years!

• • • In Cleveland the police captain in charge of downtown traffic said that last Saturday's shopping crowd was the largest in four years, and this was confirmed by the cash revenues of the street railway system.

• • • Still larger gains were reported from southern cities—Miami and Little Rock, for example, had gains of 38 and 38.9 per cent. So it seems to have gone all over the country. Increases ranging from 19 to 33 per cent were reported by Pittsburgh stores, 26 per cent in Charleston, West Virginia, and other increases were 28 in Denver, Phoenix 26, Kansas City 22, Indianapolis 20, Philadelphia 5 to 10, San Francisco 8. All of these are preliminary reports and are subject, of course, to final changes and adjustments, but big gains are assured.

• • • Prior to the holiday season many observers expressed the opinion that Christmas sales would be an immediate test, and perhaps a final test, of the efficacy of the NRA code system as a business stimulant. The question to be answered was, "Could and would the public pay the higher prices brought about by increased costs due to higher wage rates, shorter working hours and various restrictions in industrial and commercial operations?" The answer seems to be "Yes."

• • • One of our editors who was in Dallas last week not only found it difficult to secure hotel accommodations, but found that so many new industries are starting up in the city that there is difficulty in locating homes for workers, warehouse space is at a premium, and the city may have to get a loan from the R. F. C. to build more merchandise warehouses. The Railway Express Agency lists Dallas first among American cities as having the highest per capita volume of express shipments.

• • • Macy's, in New York, had 259,920 customers on Saturday the 16th, a figure 19,000 greater than the largest shopping day in 1932. On Monday the 18th they had nearly as many—246,741—which was 28,000 greater than the same day the year before.

• • • Luxury items are having a comeback this Fall. A leading New York furrier says that in the last three months he has sold more furs, including the most precious, than for the whole of 1932 and 1931 combined, and one of the large wholesale jewelers says that his business in the last thirty days was exactly ten times greater than for the same period last year.

• • • Since the first of October 375 companies have reported increased earnings, as against decreases for 201. On the dividend side 517 companies maintained their dividends, as against 9 who decreased and 10 who omitted. 58 companies resumed dividends, 66 increased over the previous rate, and 7 paid out for the first time.

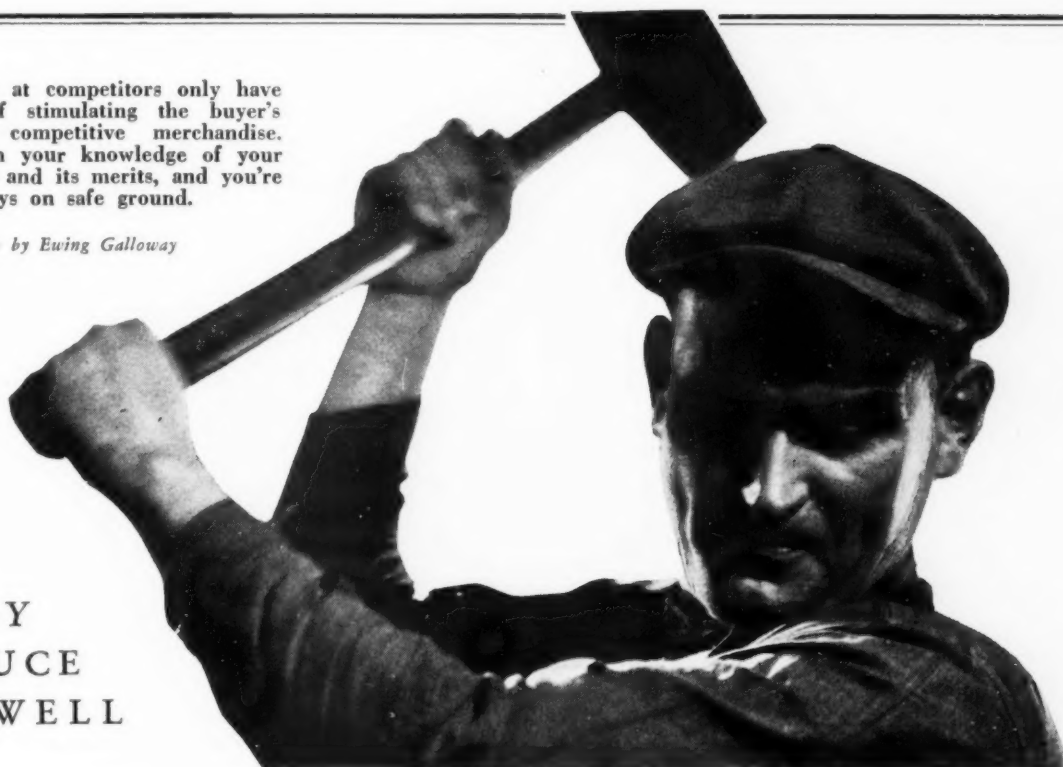
*Reprints of Significant Trends are available at 5 cents each.*



Most knocks at competitors only have the effect of stimulating the buyer's interest in competitive merchandise. Depend upon your knowledge of your own product and its merits, and you're always on safe ground.

Photo by Ewing Galloway

BY  
BRUCE  
CROWELL



## Good Knockers Make Poor Salesmen

**A**T a friend's behest, I started out with him two weeks ago to "help" him buy a car. He was in the market for a low-priced car, but he hadn't decided what he wanted—it looked like a choice between Plymouth, Ford and Chevrolet.

Said he, to me, as we rode toward a Ford showroom—it happened to be the nearest—"I know just what's going to happen. We'll get an earful of competition and a damned poor sales talk about the Ford." (The fellow's a good salesman himself, so he's quick to spot weaknesses in other salesmen.)

I was inclined to agree with him—I had had a similar experience recently when I went to look at a radio.

But we were fooled. We were greeted at the showroom by a genial lad who said his name was Wellman. He showed us his cars, starting on the *high-priced* models. When my friend worked around to the standard coupe (which was what he wanted), he began to bait Wellman by making some rather extravagant statements about the Plymouth. But Wellman didn't bite.

He answered each objection by a *positive* statement about his own car. Once he laconically

pointed to a posted sheet which showed the results of a performance test in the low-priced field. Once he said frankly, "I don't think you would go wrong buying any car in the low-priced field today. They've all got to be good. But let me tell you why you should buy a Ford: . . ."

Before we left Wellman had a date with my friend for a demonstration, and a few days later he had a signed order for a Ford coupe. Said the new Ford owner to me:

"I like that chap. He was a good salesman. If he had knocked any other car, I'd have scooted over immediately to look at it, just out of curiosity. Nobody ever sells anything by knocking competition—I learned that long ago. It's one of those simple things about selling which unsuccessful salesmen never seem to get through their heads. I wrote Wellman a note and congratulated him on not only knowing the merits of his own car, but on sticking to them in doing his job of selling."

I pass this incident on to all of you men who sell. Its essence, of course, is that knocking competition doesn't pay. For with every breath you waste slurring a competitor you waste a chance to tell the buyer one more reason why he will be happy with the product you have to sell.

# Leading Drug Store Brands in 15 Major Markets

The first of a series of retailer and consumer market investigations in important trading areas made exclusively for Sales Management by the Ross Federal Service, Inc., New York.

**A**N investigation covering hundreds of drug stores in a broad sweep of territory running from New Haven to Los Angeles reveals many surprises—in leading brands which are slipping, and the sudden onrush of new brands or former "also rans."

Fifteen cities were covered in the investigation and in each city complete reports were secured from a minimum of thirty-five drug stores. More than 80 per cent of these were independent stores, the balance, chain. Twenty-seven per cent were in mass neighborhoods, 51 per cent middle class and 22 per cent high class.

The purpose of the investigation was to determine in each of ten leading groups of drug store commodities the leading brand, the brand on which sales have increased most rapidly in

the last three months, and the reasons for the increase, such as price, window and counter display, newspaper, magazine and radio advertising, etc.

The investigation was made during the week ending December 16, and the returns do not necessarily indicate the relative position of brands for the complete calendar year. For example, the sales of some brands were greatly stimulated during the week by price reductions, and the lowered prices on Listerine, Colgate-Palmolive-Peet products and the various Gillette products were mirrored in reports from every city.

The survey indicates definitely that the United States is not one market—



Harry A. Ross  
President,  
Ross Federal Service, Inc.

With its 33 branch offices, 2,000 regularly employed, bonded field men, and 1,000 trained reserves, the Ross Federal Service, Inc., may properly claim to be the largest fact-finding business in the world—Mr. Roosevelt's business excluded. Their main business is the checking of moving picture box offices for the percentage playing of the products of all leading picture companies. Mr. Ross also lists among his clients a considerable number of commercial accounts—manufacturers, agencies, publishers—the largest being General Motors. The organization now has in preparation a nation-wide consumer survey service in which more than 15,000 homes will be inventoried from roof to cellar to garage, together with a report on the reading matter found in the home and regularly read. This service will be available about March 1.

that it is many separate markets. With very few exceptions, brand preferences vary from city to city. Exceptions were the dominating position in every market of such products as Pond's creams, Ex-Lax and Gillette razors and blades. On most products and in most markets the battle is anybody's—and the winning of it seems to depend on national effort plus intensive local sales and advertising work.

The investigators talked to the manager or proprietor of each store and held him in conversation long enough to get his answers to the several questions. The druggist's answer was, of course, a first-hand opinion based on his familiarity with his stock and his sales rather than a detailed inventory check. Druggists usually were *sure* of their leading brands, *fairly positive* but less sure of the brands which had increased most rapidly in the last quarter, but many were unable to account for the reasons for the increases in relative popularity of various brands.

We believe, therefore, that the columns showing the reasons for the increase are more *indicative* than they are scientifically accurate. Many deal-

(Continued on page 24)

## Explanation of Facing Summary Table

In the first column under each city is the ranking of the three largest selling brands. In the second column is a similar ranking of the first three brands in answer to the investigator's question, "What brand's sales have increased most rapidly in the last three months?"

In the third column is the *ranking* of answers to the question, "Is the increase caused by newspaper, magazine, or radio advertising, window display, price reduction, or any other reason?" The keyed reasons are placed opposite the name of the leading brand in increased sales, *but the reasons apply not to this one brand but to the group of products.*

The key to this third column:

1. Newspaper
2. Magazine
3. Radio

4. Window and counter display
5. Advertising, kind not specified
6. Price
7. Misc., including sampling, coupon, premium, new package, outdoor, car card, "high quality," etc.
8. Dealer and clerks push.

There are no figures in the third column under the city of Cincinnati because of insufficient data.

Many abbreviations of brand names are used, of which the less obvious are: *Unb.*, unbranded; *Priv.*, private; *Feen.*, Feenamint; *Pheno.*, Phenolax; *Epto.*, Epsotabs; *Casc.*, Cascarets; *Pep't.*, Peppets; *Petr.*, Petrolagar; *Lav.*, Lavioris; *Astr.*, Astringosol; *Lady E.*, Lady Esther; *Hud.*, Hudnut; *Rubin.*, Helena Rubinstein; *Max-F.*, Max Factor; *Wms.*, Williams; *Sb.-D.*, Sharpe & Dohme; *Hal.*, Halitosine.



# LEADING DRUG STORE BRANDS IN 15 MAJOR MARKETS

ARTICLE	NEW HAVEN			PHILADELPHIA			BUFFALO			PITTSBURGH			CINCINNATI			DETROIT			CHICAGO			MILWAUKEE		
	Fastest Gaining Brand	Best Seller	Rea-sonfor Gain	Fastest Gaining Brand	Best Seller	Rea-sonfor Gain	Fastest Gaining Brand	Best Seller	Rea-sonfor Gain	Fastest Gaining Brand	Best Seller	Rea-sonfor Gain	Fastest Gaining Brand	Best Seller	Rea-sonfor Gain	Fastest Gaining Brand	Best Seller	Rea-sonfor Gain	Fastest Gaining Brand	Best Seller	Rea-sonfor Gain	Fastest Gaining Brand	Best Seller	Rea-sonfor Gain
CIGARETTES...	Luck. Ches.	Luck. Ches.	5-5-7-4	Luck. Ches.	Luck. Ches.	3-2-1-7	Luck. Ches.	Luck. Ches.	3-2-1-4	Luck. Ches.	Luck. Ches.	3-2-1-4	Luck. Ches.	Luck. Ches.	3-1-2-5	Luck. Ches.	Luck. Ches.	3-1-2-5	Luck. Ches.	Luck. Ches.	5-3-1-2	Luck. Ches.	Luck. Ches.	5-4-7-1
TOOTH PASTE.	Colg. Ipana	Colg. Ipana	7-1-3-4	Priv. Squibb	Priv. Squibb	2-8-1-3	Priv. Squibb	Priv. Squibb	3-2-1-6	Priv. Squibb	Priv. Squibb	3-2-1-6	Priv. Squibb	Priv. Squibb	6-3-5-4	Priv. Squibb	Priv. Squibb	6-3-5-4	Priv. Squibb	Priv. Squibb	3-2-6-1	Priv. Squibb	Priv. Squibb	6-4-3-1
TOOTH-BRUSHES...	Pro. West	Pro. West	7-6-3-1	Priv. Tek	Priv. Tek	8-6-1-2	Priv. Tek	Priv. Tek	2-4-3-1	Priv. Tek	Priv. Tek	2-4-3-1	Priv. Tek	Priv. Tek	4-2-6-7	Priv. Tek	Priv. Tek	4-2-6-7	Priv. Tek	Priv. Tek	2-4-6-5	Priv. Tek	Priv. Tek	6-4-3-2
TOILET SOAP..	Lux	Lux	6-5-3-1	Life. Lux	Life. Lux	1-6-2-3	Life. Lux	Life. Lux	2-4-1-3	Life. Lux	Life. Lux	2-4-1-3	Life. Lux	Life. Lux	6-1-2-4	Life. Lux	Life. Lux	6-1-2-4	Life. Lux	Life. Lux	2-6-1-5	Life. Lux	Life. Lux	6-4-5-2
LAXATIVES....	Ex-L. Feen.	Ex-L. Feen.	5-1-7-3	Ex-L. Feen.	Ex-L. Feen.	3-2-1-8	Ex-L. Feen.	Ex-L. Feen.	3-2-1-4	Ex-L. Feen.	Ex-L. Feen.	3-2-1-4	Ex-L. Feen.	Ex-L. Feen.	2-4-4-5	Ex-L. Feen.	Ex-L. Feen.	2-4-4-5	Ex-L. Feen.	Ex-L. Feen.	2-3-1-6	Ex-L. Feen.	Ex-L. Feen.	4-2-5-1
MOUTH WASH	List. Priv.	List. Priv.	5-3-6-7	List. Priv.	List. Priv.	2-3-8-1	List. Priv.	List. Priv.	3-6-2-1	List. Priv.	List. Priv.	3-6-2-1	List. Priv.	List. Priv.	6-2-3-1	List. Priv.	List. Priv.	6-2-3-1	List. Priv.	List. Priv.	6-5-1-2	List. Priv.	List. Priv.	6-3-4-8
FACE CREAM..	Pond	Pond	3-5-2-4	Pond	Pond	3-2-1-8	Pond	Pond	2-3-6-1	Pond	Pond	2-3-6-1	Pond	Pond	3-2-4-8	Pond	Pond	3-2-4-8	Pond	Pond	2-5-6-1	Pond	Pond	4-6-5-3
SHAVING CREAM.....	Life. Lux	Life. Lux	6-5-7-3	Life. Lux	Life. Lux	2-3-1-8	Life. Lux	Life. Lux	3-2-1-6	Life. Lux	Life. Lux	3-2-1-6	Life. Lux	Life. Lux	6-1-4-2	Life. Lux	Life. Lux	6-1-4-2	Life. Lux	Life. Lux	2-1-3-5	Life. Lux	Life. Lux	6-4-5-2
SAFETY RAZORS.....	Gill. Gem	Gill. Gem	5-8-7	Gill. Gem	Gill. Gem	6-1-2-3	Gill. Gem	Gill. Gem	6-1-2-5	Gill. Gem	Gill. Gem	6-1-2-5	Gill. Gem	Gill. Gem	6-1-2-4	Gill. Gem	Gill. Gem	6-1-2-4	Gill. Gem	Gill. Gem	5-1-6-3	Gill. Gem	Gill. Gem	6-4-2-7
RAZOR BLADES.....	Gill. Prob.	Gill. Prob.	6-5-1-2	Gill. Prob.	Gill. Prob.	6-1-2-3	Gill. Prob.	Gill. Prob.	6-1-2-3	Gill. Prob.	Gill. Prob.	6-1-2-3	Gill. Prob.	Gill. Prob.	6-1-5-2	Gill. Prob.	Gill. Prob.	6-1-5-2	Gill. Prob.	Gill. Prob.	6-1-5-3	Gill. Prob.	Gill. Prob.	6-4-1
CIGARETTES...	Luck. Ches.	Luck. Ches.	3-6-1-2	Luck. Ches.	Luck. Ches.	1-2-6-3	Luck. Ches.	Luck. Ches.	5-4-2-1	Luck. Ches.	Luck. Ches.	5-4-2-1	Luck. Ches.	Luck. Ches.	3-4-5-6	Luck. Ches.	Luck. Ches.	3-4-5-6	Luck. Ches.	Luck. Ches.	1-2-3-4	Luck. Ches.	Luck. Ches.	3-1-5-2
TOOTH PASTE.	List. Colg.	List. Colg.	6-3-2-4	Colg. West	Colg. West	6-5-2-3	Colg. West	Colg. West	5-6-3-2	Colg. West	Colg. West	5-6-3-2	Colg. West	Colg. West	3-4-5-6	Colg. West	Colg. West	3-4-5-6	Colg. West	Colg. West	2-4-3-6	Colg. West	Colg. West	3-6-2-4
TOOTH-BRUSHES...	West Pro.	West Pro.	3-2-8-1	West Pro.	West Pro.	3-2-1-4	West Pro.	West Pro.	6-5-2-8	West Pro.	West Pro.	6-5-2-8	West Pro.	West Pro.	4-5-8-2	West Pro.	West Pro.	4-5-8-2	West Pro.	West Pro.	6-4-2-8	West Pro.	West Pro.	2-3-4-6
TOILET SOAP..	Life. Lux	Life. Lux	1-2-6-3	Life. Lux	Life. Lux	1-2-6-4	Life. Lux	Life. Lux	6-2-1-5	Life. Lux	Life. Lux	6-2-1-5	Life. Lux	Life. Lux	5-2-1-6	Life. Lux	Life. Lux	5-2-1-6	Life. Lux	Life. Lux	4-1-2-6	Life. Lux	Life. Lux	2-6-1-5
LAXATIVES....	Ex-L. Feen.	Ex-L. Feen.	1-3-2-4	Ex-L. Feen.	Ex-L. Feen.	3-1-2-7	Ex-L. Feen.	Ex-L. Feen.	5-2-6-4	Ex-L. Feen.	Ex-L. Feen.	5-2-6-4	Ex-L. Feen.	Ex-L. Feen.	1-2-5-3	Ex-L. Feen.	Ex-L. Feen.	1-2-5-3	Ex-L. Feen.	Ex-L. Feen.	2-4-6-3	Ex-L. Feen.	Ex-L. Feen.	3-2-1-5
MOUTH WASH	List. Hal.	List. Hal.	6-4-8-3	List. Hal.	List. Hal.	6-3-2-5	List. Hal.	List. Hal.	5-2-6-3	List. Hal.	List. Hal.	5-2-6-3	List. Hal.	List. Hal.	6-3-2-5	List. Hal.	List. Hal.	6-3-2-5	List. Hal.	List. Hal.	2-4-3-1	List. Hal.	List. Hal.	3-6-2-5
FACE CREAM..	Pond	Pond	2-3-1-4	Pond	Pond	3-1-2-5	Pond	Pond	5-2-1-4	Pond	Pond	5-2-1-4	Pond	Pond	2-4-5-3	Pond	Pond	2-4-5-3	Pond	Pond	2-4-8-6	Pond	Pond	3-2-5-4
SHAVING CREAM.....	Barb. Palm.	Barb. Palm.	3-2-1-6	Barb. Palm.	Barb. Palm.	6-3-5-2	Barb. Palm.	Barb. Palm.	5-2-6-3	Barb. Palm.	Barb. Palm.	5-2-6-3	Barb. Palm.	Barb. Palm.	3-6-1-2	Barb. Palm.	Barb. Palm.	3-6-1-2	Barb. Palm.	Barb. Palm.	4-2-6-8	Barb. Palm.	Barb. Palm.	3-2-6-1
SAFETY RAZORS.....	Gill. Gem	Gill. Gem	6-1-4	Gill. Gem	Gill. Gem	6-1-2-5	Gill. Gem	Gill. Gem	6-5-2-1	Gill. Gem	Gill. Gem	6-5-2-1	Gill. Gem	Gill. Gem	6-5-4-1	Gill. Gem	Gill. Gem	6-5-4-1	Gill. Gem	Gill. Gem	2-1-4-5	Gill. Gem	Gill. Gem	6-5-1-2
RAZOR BLADES.....	Gill. Prob.	Gill. Prob.	6-1-2-4	Gill. Prob.	Gill. Prob.	6	Gill. Prob.	Gill. Prob.	6-5-2-1	Gill. Prob.	Gill. Prob.	6-5-2-1	Gill. Prob.	Gill. Prob.	6-5-4-1	Gill. Prob.	Gill. Prob.	6-5-4-1	Gill. Prob.	Gill. Prob.	6-1-2-4	Gill. Prob.	Gill. Prob.	6-1-5-2

Two salesmen, selling the same product, broke all company records for a single day's drive. One did it by sheer enthusiasm and staying power in his cold turkey canvassing; the other by reviving old accounts and increasing the volume of present customers. Both had a prospecting plan and worked it to the limit.

## Daylight to Midnight Sales Drive Spurs Men to Break Records

BY HERBERT KERKOW

**T**HIRTY-FIVE lives sold by one salesman and \$136,000 volume closed by another were the two outstanding sales records made in the annual one-day sales drive held November 24, by the John C. McNamara Organization, New York City, general agents for Travelers Insurance Company. For the whole organization 81 men produced 284 lives, totaling \$1,031,090, between daylight and midnight.

As with previous annual one-day drives, the McNamara Organization prevented any attempt at "cold storing" of prospects by withholding the announcement of the drive until the last moment. During several weeks prior to a special breakfast meeting on Thursday, November 23, a number of pieces of mail matter, largely inspirational, centering around James Allen's little book, "As a Man Thinketh," were sent to the home address of full-time associates.

The ultimate purpose of the various mailings was delayed in its disclosure by the constant postscript, "Watch Your Mail," until on Thursday, November 16, one week before the breakfast, a copy of the book, "As a Man Thinketh," was received by each associate, and the breakfast meeting was designated the "Power of Purpose" Breakfast.

With the exception of those too ill to go, the full-time associates of the agency attended the breakfast almost unanimously. Ninety-seven full-time men, together with a few guests among the prominent general insurance brokers of the city, and non-insurance friends of the agency brought the breakfast total to 117.

At the breakfast the drive was announced for the following day. After inspirational talks, the salesmen were redrilled in selling and given twenty appeals on which to approach prospects for a sale. This information was

briefed in three mimeographed pages and handed out at the meeting. Each salesman also received a supply of application blanks and cards for listing prospects.

After the meeting, salesmen used the remainder of the day to make dates for the next day's drive. The methods, experience and personalities of the two individual honor winners present a definite contrast.

Bruce D. Lowry, who sold the highest number of lives—35—accomplished this all-time record for his agency largely on enthusiasm and footwork. Less than three years with the company, Lowry used the power lead approach—an example of which, during the one-day drive, was the following.

Through a present customer, a produce distributor, Lowry arranged to see four of his employees. The next day, that of the drive, Lowry went to each of the four with the proper introduction, explained his proposition, and "closed," if necessary, by citing the insurance purchases of their employer, whose business judgment these prospects naturally respected.

### New Sales from Old Lists

In contrast, Jacob H. Greenbaum, who led with a volume of \$136,000, from 19 lives sold, made his sales largely through bringing his present customers, developed over his thirty years of insurance selling, up to date on their insurance.

To get a clearer picture of the two methods employed, let us examine in detail the itinerary of both of these outstanding salesmen.

On the afternoon of the 23rd, after the announcement breakfast, Greenbaum, 55 years old, went to his office and searched through his files for possible prospects to be handled quickly. He used as a basis the suggestions

given on the mimeographed sheet which everyone attending the breakfast had received. Strange to say, most of the people he did business with had lapsed a portion of their insurance during the past four years, and he thought it would be an excellent opportunity to show them how they could begin to rebuild their demolished "homes of protection."

After arranging these names geographically, he endeavored by telephone to make as many appointments as possible. From the forty names selected, he made definite appointments with fifteen for the following day.

When he arrived home that evening he made appointments with three other men who usually took the same train to New York from Asbury Park. From these men he obtained three applications, one for \$3,000 and two for \$5,000 each.

At 10:00 o'clock in the morning of the 24th, Greenbaum was at 74 Trinity Place, where he did business with two brothers, one for \$5,000 and one for \$7,000. Several other calls downtown were unproductive, and at 11:30 he wrote an application for \$7,000 at 27th Street and Third Avenue. Four more calls in that vicinity were unproductive and at 12:40 he met two men by appointment at the Hotel Taft, and succeeded in doing business with each on a \$5,000 basis. At 2:00 o'clock in the afternoon, at 515 Madison Avenue, Greenbaum obtained an application for \$20,000. This was probably the most difficult sale because he had every possible type of resistance, from "being busy" to "no money" and back again.

It was not until two hours later, or at approximately 4:00 o'clock, that his next application was received, and this in great part was to underwrite a loan of \$5,000 which this particular man had made on his existing insurance. Greenbaum showed this man that by paying 7 per cent instead of 6 per cent, he could eliminate the mortgage he placed on his insurance property.

### Enthusiasm Spurred Lowry

Shortly after this sale, Mr. Greenbaum stopped in to see his twelfth appointment, and found that he was leaving unexpectedly for the Pacific Coast where he expected to do some special work. Instead of letting this be a barrier, Greenbaum proceeded to show him the additional opportunities for protection he had, and as a result closed the case for \$25,000. It will be necessary, of course, to have this man examined on the Coast, which can

(Continued on page 34)



## Babe Ruth, in Radio Contest, Enlists Kids for Standard Oil

The Sultan of Swat will become the Monarch of the Mike this week on behalf of Standard Oil Company of New Jersey.

Starting January 3, Babe Ruth will appear thrice weekly for "at least 13 weeks" in the organization in eighteen states of Babe Ruth Boys Clubs, total membership in which is expected to exceed 500,000 by the end of the third broadcast.

The program is being broadcast over 25 stations on the Atlantic seaboard and in the South—the distribution area of Standard of New Jersey and its affiliated companies, Colonial Beacon and the Standards of Pennsylvania and Louisiana.

Special announcements are being made on radio pages of several hundred newspapers, and in strips on comic sections, and the contest will be referred to in the company's "regular" advertising campaign in 600 newspapers. There will also be *Babe Ruth's Newspaper* for club members, initial circulation of which is 1,000,000, which will be distributed through 28,000 Esso outlets.

Though the Boys Club idea, to "take the kids off the streets and out of gangs," and to teach them baseball and other forms of "clean living," is said to be the Babe's own, its radio adaptation is credited to R. G. Stewart, director, supervising marketing for Colonial Beacon Oil Company. Mr. Stewart's company has taken over the details of the plan, with McCann-Erickson, Inc., directly in charge of the advertising.

In announcing to a group of sports writers his entrance into radio as a regular broadcaster, the Babe said that "each week we'll award club members 200 autographed baseballs and 100 fielder's mitts." In addition 50 kids will be taken to the New York Yankee's training camp in the spring, to watch the Babe and other baseball luminaries in action.

Any boy or girl 18 years of age or less who resides in these 18 states and who has no immediate relative connected with these four companies or their subsidiaries, may enter the contest by driving



Acme photo

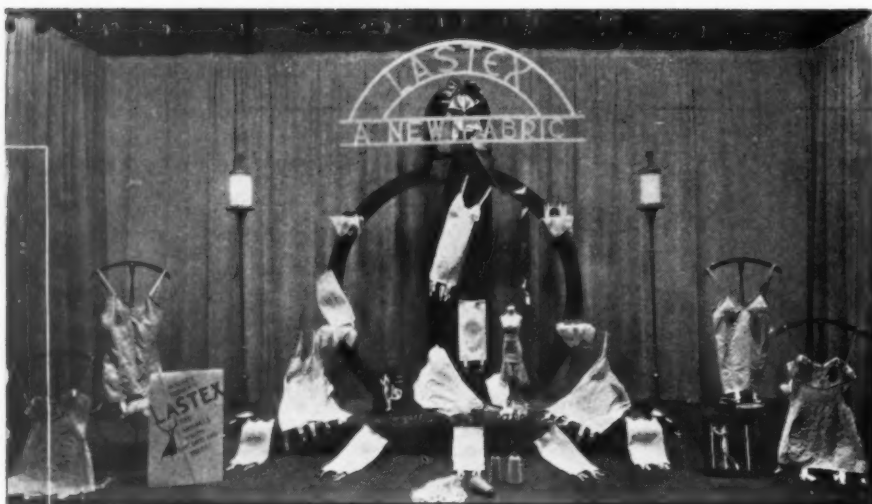
into any Esso station or dealer "accompanied by parent or guardian," and receiving a pad of 50 coupons. "Have your parent or guardian fill in your name and address, sign the first coupon and hand it to the Esso station salesman or dealer. You will then be given a Babe Ruth Boys Club badge. Fill in your name and address on the rest of the coupons and give them to your parents, guardian, relatives, friends, to present one at a time at Esso stations or dealers. Purchases are not required, and the person bringing in the coupon will only have to sign it at the time of presentation. When you need more coupons, drive to the Esso station and get a new pad of 50."

Boys and girls credited with the greatest number of coupons sent in during a week (apportioned as to SONJ's station coverage of the individual states) will get the autographed baseballs and fielder's mitts.

Trips to the training camp, to which boys only will be eligible, will be won on the basis of selecting an all-star baseball team from a list of players who have participated in the last three World Series. Contestants must give reasons for their choice in not more than 50 words and send them to Babe Ruth Contest, 285 Madison Avenue, New York (which happens to be the address of McCann-Erickson). Only boys who have had 50 coupons credited to them by February 7 may enter the training camp contest, which closes February 24.

A special issue of the *Standard Oil Dealer* is being published this week to tell service station people what to do for the boys and girls and their parents, when they drive in to get or to file their coupons.





During "Lastex Week" at Joseph Horne's, Pittsburgh, crowds of women pulled, inspected, tested, asked questions, at a special booth erected in the ready-to-wear section in which samples of Lastex garments from various departments were displayed. An "Intimate Revue" scheduled in the Boudoir Salon for two days, had to be put on a third and fourth day. Daily newspaper ads and this window stimulated interest. Sales volume, said store officials, was "beyond expectations."

## Lastex Pulls Many Apparel Items Out of Price-Slashing Melee

IT'S been called "The Miracle Yarn," "The Piece of String that Revolutionized Fashion," and "The Houdini of Textiles." But its trade-mark name is "Lastex" and it's making a stir in the textile industry.

You have seen in department store newspaper advertising mention of "a radical improvement" in this piece of apparel or that, which results in great comfort, greater durability and better fit. Among these are corsets and girdles, bathing suits, riding clothes, sports wear, and, more recently, men's suits (to mention but a few).

Lastex, a scant three years old, has been actively promoted only since 1932. During that time some 300 manufacturers, mostly in the textile industries, have adopted it for one use or another. And in so doing, the majority of them have found themselves possessed of a brand new sales appeal—an appeal which, in some instances, amounts to a new lease on life for the sponsors. Lastex, in short, has given a number of businesses the coveted "something new" which revitalizes sales effort and reverses the downward trend of volume which almost always takes place when an industry gets in a rut or runs afoul of major fashion trends.

Lastex was invented by Percy Adamson, whose Adamson Brothers Company is now sole distributor of Lastex yarns for the United States Rubber Company. Almost from the beginning demand has run ahead of supply, with the result that the big problem of the business has been one of controlling growth. This involves

### What Is Lastex?

"For heaven's sake, don't let anyone call it rubber! Lastex is the first and only round, spun, elastic yarn ever invented. The process is similar to that employed in producing rayon. In making Lastex, the basic raw material is latex, a milk like substance obtained from the sap of the rubber tree. After chemical treatment, latex is forced through small nozzles and compounded into a round thread called 'lactron'."

"The 'lactron' is helically wound with textile fibres, cotton, silk, wool, linen, rayon, or any combination desired. The Lastex so obtained is then woven or knitted into fabrics, most frequently in combination with ordinary yarns, to give exactly the predetermined degree of resiliency desired"—thus do the fathers of this unique product define it for lay minds which, more than likely, are a bit foggy as to its true nature.

Based on an interview by  
A. R. Hahn with

PERCY ADAMSON  
President,

and

CHARLES L. CUSHING  
Advertising Manager,  
Adamson Brothers Company,  
New York City

not only careful regulation of the use of Lastex in re-manufacture, but control over distribution channels, and other efforts to keep the product out of the hands of "bootleggers" (already a problem for this young industry).

By way of further clarifying understanding of the nature of Lastex: it can be spun as fine or as coarse as is desired. After spinning, the thread is wound with silk, cotton, wool, linen or rayon. It can be white, or dyed to any color. Then it is used just as any other yarn; it may be woven on any loom or knitted on any knitting machine. The ratio between the number of threads of regular cotton (or other standard yarn) to a single thread of Lastex determines the degree of stretchability in the finished cloth or garment—the more Lastex, the more elasticity, of course. Because Lastex yarns can be made to match standard yarns in size, texture and color, it is impossible to distinguish the Lastex threads from other threads in any finished product. It can be washed, boiled, dry-cleaned, pressed—all without damage to its primary property.

In developing the various markets for Lastex yarns, the industry-by-industry plan has been followed. Corsets and girdles came first—hosiery—other undergarments—bathing suits—riding breeches.

Backbone of the control plan for keeping Lastex in good company, assuring proper promotion, and protecting it from cheapening through inclusion in inferior garments, is the contract made with each manufacturer using it. Price, channels of distribu-

Typical of the department store promotions—which are planned and carried out with the help of a Lastex expert—is one staged last May by Marshall Field & Co., Chicago. Mannequins modeling Lastex fashions, this special display in the underwear department, and newspaper advertising, were important factors in the event.



But Two More Days to See Washington's First Authentic Showing of

**Lastex**

—the new "live" thread that has revolutionized fashion

Perhaps you have already found a new figure and new comfort in a Lastex foundation garment—new fit in underthings that use Lastex—and this Summer you may even swim in Lastex. Doubtlessly, you have found that sports clothes with Lastex allow you to be as active as you wish. The resilient elasticity of Lastex imparts "life" to the fabrics in which it is woven, and will outlive the garments in which it is used. It may be washed and ironed as any other fabric.

Special Lastex Representative will tell you many interesting things about Lastex. Tomorrow afternoon, from 2:30 to 4, there will be a special modeling of Lastex garments. Lastex is offered here in these garments:

Frocks	Corsets	Bathing
Millinery	Brassieres	Apparel
Men's Garters	Underthings	Beach Wear
	Boys' Sweaters	Sportswear

LASTEX KENNEDY, THIRD FLOOR.

Ten different departments shared the lime-light in the Lastex Show given by Woodward & Lothrop, Washington, D. C. Newspaper advertising (the ad at the left is typical) and a generous window display pulled crowds of shoppers in to hear the Lastex lectures and see a variety of garments whose sales appeal had been enhanced by the addition of this "magic thread."

manufacturers of men's clothing, with their new line of "Living Clothes." Introduced with considerable of a splash to Manhattanites in November by Finchley, Franklin Simon, Gimbel, Wanamaker, Saks & Company, et al., initial advertising read: "... Probably the greatest factor in making the tired business man tired is the discomfort of his clothes. They catch at his muscles, they strain at his body, they restrict his movements. If you question that, ask yourself why a man's first move toward comfort is to take off his coat! It's a subconscious effort to get away from the thing that's doing the tiring. Now with the new living clothes, a man can be just as comfortable with his coat on as when he takes it off! ... the garment has an amazing living quality. It yields gently with every movement. Resilience has replaced resistance, and there is never a trace of binding or restriction anywhere in the hundreds of motions you go through every day ... they fit better ... they stay pressed longer."

### Point-of-Sale Promotions

Incidentally they're priced at \$45—and are selling. (Thus illustrating that price is secondary when a manufacturer has something really better to offer the public.) Interesting tidbit: the manufacturers of "Living Clothes" persuaded a house as private-brand-conscious as Finchley to place in every garment a label bearing not only the Finchley name, but also the manufacturer's "Darson" identification and the statement that the garment contains Lastex.

The Lastex folks, busily engaged in seeing that the new Living Clothes are properly promoted by their sponsors, will be thus occupied for a few more weeks, when the next industry to be opened will take the center of the stage: upholstery fabrics. After these Lastex-containing fabrics for women's clothes will be introduced with the sponsorship of certain

tion and minimum standards of quality are factors in it.

In describing to SALES MANAGEMENT the Lastex "Quality Control Plan," Mr. Adamson said: "Wherever possible, every finished garment using Lastex is checked and okayed at our offices before it is approved for distribution. After testing by the Better Fabrics Testing Bureau (official laboratory for the National Retail Dry Goods Association), the product is issued a certificate authorizing use by the manufacturer of the official Lastex Gold Label. All such labels bear a permit number as a means of identification, and as a guarantee to retailers that the merchandise has been tested and approved by the testing bureau."

Industry-by-industry, Lastex is broadening its market. Firms using it include Vanity Fair Silk Mills, Reading, Pa.; Warner Brothers Company, Bridgeport, Conn. (corsets and brassieres); Vassar Swiss Underwear Company, Chicago; H. W. Company, Inc., Newark, N. J.; Kops Brothers, New

York City (Nemo Flex); Brown Durrell Company, New York (hosiery); Daniel Hays Company, Gloversville, N. Y. (gloves); Groblue Knitting Mills, Newark (knitwear); Bauer & Company, Chicago (surgical stockings); Royal Worcester Corset Company, Worcester, Mass.; H. & L. Block, San Francisco (leather jackets); Louis Geiger, New York (women's riding breeches); Lubin-Weeker Company, New York (pajamas); Jantzen Knitting Mills, Portland, Ore., (swim suits); Daroff & Son, Philadelphia (men's clothing).

The day the SALES MANAGEMENT reporter called, two of the Adamson Company's officials pulled up a trouser leg to display a garterless stocking which clung to the calf like adhesive because of its Lastex top; nonchalantly stepped out of their shoes and back in again, demonstrating how the lazy public can shorten morning dressing time by three minutes with Lastex shoe laces.

Latest to come into the fold is H. Daroff & Sons, Inc., Philadelphia



couturiers of Paris who are already busy experimenting with weaves, colors, finishes.

By way of the promotion machinery which is building sales on the Lastex family of products and widening demand among consumers for them: Adamson Brothers do not directly sell for, nor advertise for, the manufacturers who use their yarns. They do, however, energetically pursue a program of getting the department stores to put on spectacular (and some of them have been just that) store-wide promotion in which all departments carrying Lastex merchandise share. They advertise, themselves, in newspapers and magazines, often giving some manufacturer a direct tie-up on copy.

### Grease on Industry's Wheels

"We expect to quadruple our advertising in 1934," Mr. Adamson said. "We will appear regularly in papers like *Vogue*, *Harper's Bazaar*, the *New Yorker*, *Esquire*, and other class mediums, and in newspapers where the local touch is needed."

Typical of dozens of department store store-wide promotions which are building sales on all manner of Lastex products are those mentioned with accompanying pictures on pages 14 and 15. These events are planned and staged with the help of a Lastex expert, and they are in every sense elaborate sales events in which newspaper advertising, window display, special fashion shows, lectures and other promotional features are closely coordinated.

In an article printed in *SALES MANAGEMENT* for December 1, about Vitex food (product similar to Lastex only in that it is licensed to other industries for use in re-manufacture) we said, in the editorial comment, "Find a way to help staples manufacturers to lift their products above competition and you have found a profitable business." Lastex has done just that. It is helping the garment industries to trade up.

Worthy of special note is the way such a product greases the wheels of industry (entirely aside from the fact that its own success gives jobs and income to thousands). The product is non-competitive with anything existing; therefore its steadily increasing sales rob no other industry. Because it stirs pronounced activity in advertising and promotion in manufacturing fields long quiescent, it makes a host of engravers, artists, newspaper men, salesmen and others happy. More jobs!

Corset men had practically become

resigned to dwindling sales because of the cold shoulder almost all Young Things of this era have been turning toward anything called a girdle. Lastex garments—small, pliable, feathery in weight—are attracting many of these hitherto corsetless women, converting them girdle-wise. Again subtracting from no other market.

## Lastex Ended Price Fights, Chicago Manufacturers Report

"LASTEX has been the salvation of the corset industry," said S. W. Kunstadter, vice-president of Formfit Company, Chicago. He explained that due to the use of a variety of Lastex materials, and a tremendous range of models, the company had been able to market its products without slipping into the "competitive class and price wars."

Foundation garments have been marketed under the trade name, "Sleek," and there has been the popular "Frolic" girdle and "Thrill" brassiere. Terms such as "skin-tight, contour-revealing" have been used in advertising.

Thirty-one newspapers in the major marketing centers have carried the burden of telling the feminine public. Dealers have been furnished mats for their own local advertising campaigns. Point-of-sale advertising has largely consisted of photographic posters.

"Formfit Weeks" have been promoted locally, timed to suit the merchant. Shadow-box effects have been used. These are supplied to the better dealers by the Formfit Company. Ninety of these campaigns broke in one week.

Formfit uses mostly woven materials, employing silk, rayon and cotton weaves, in its various articles. The manufacture of Formfit garments is, in the main, an assembling job. Materials are purchased from a large number of sources for the manufacture of the garment.

In advertising, some stress is given to the fact that these garments are to be had in the better stores. It is a part of the plan to impress women that the goods are found among both stores and women—of better quality.

"Our business is at the high peak for all time and we give Lastex much credit for our excellent position," said George E. Rutledge, president of Vassar Swiss Underwear Company, Chicago. "We rather pioneered in the use of Lastex for knitted undergarments and, in all of our many years of experience, nothing in our line has

We are not in the habit of dissertating upon the merits of any business as a social force, but just now this phase seems too important to overlook. For new selling ideas mean jobs. And jobs mean dollars. And dollars mean markets. And what, we inquire, is Prosperity but a multiplicity of these?

created so much interest in far places—countries all over the world."

The Vassar company was for years occupied entirely with the production of a superior type of men's underwear. With the depression, and a slump in sales volume, Mr. Rutledge turned to women's garments to fill the void. At an expense of \$80,000 he produced a new type of machine to knit the first Vassarettes—vests and panties for women.

Later the Vassarette foundation garments and bandeaux were added and Lastex thread employed. The company had never employed national advertising and has never entered into cooperative advertising with dealers. Its first advertising, perhaps it might be called a test campaign, was placed during the last year in *Harper's Bazaar* and *Vogue*. Advertising to the trade was placed in the *Corset and Underwear Review*.

Out of this a broad consumer advertising campaign is shaping up for 1934 and will be placed in chosen national media by Aubrey, Moore & Wallace. The schedule has not been completed at this time.

Pointing to the world-wide interest in Vassarette Lastex foundation garments, Mr. Rutledge told this story—"A buyer from Shanghai, China, was visiting the World's Fair in Chicago early in September. He learned of the Vassarette-Lastex garments and visited the plant. While there he placed an order. Returning, he cabled from Honolulu to duplicate the first order.

"A few days after arriving in Shanghai, and finding the goods in demand, he cabled a second re-order of the same size. Later the same day he wrote, confirming the order and, as an afterthought, sent still another order of the same size to be shipped on receipt of the letter."

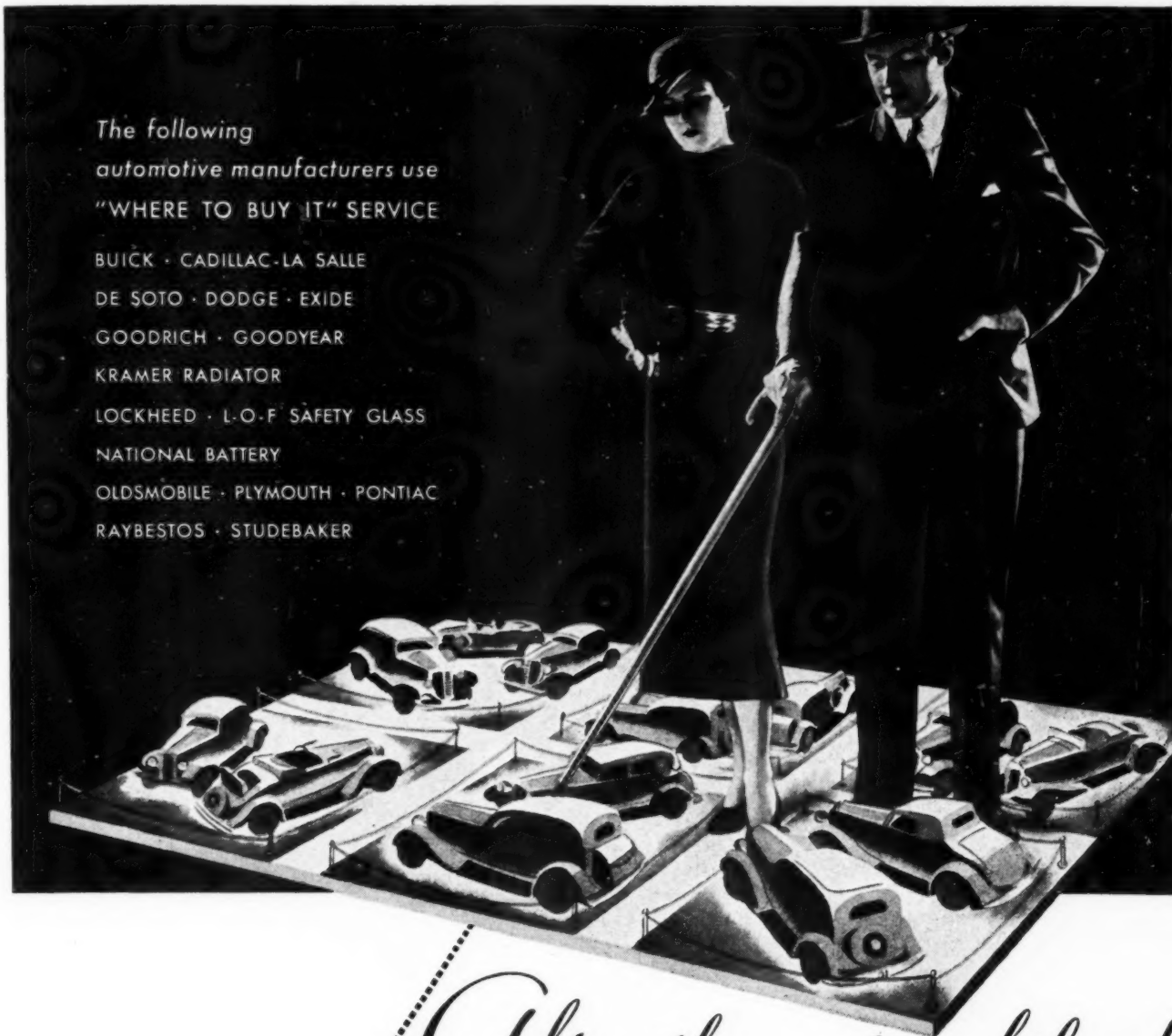
He also inclosed in his letters samples of his Chinese advertising.

Munsingwear, an allied company, is using Lastex in the belts, ankles and wrists of men's underwear and is finding it popular.



The following  
automotive manufacturers use  
"WHERE TO BUY IT" SERVICE

BUICK · CADILLAC · LA SALLE  
DE SOTO · DODGE · EXIDE  
GOODRICH · GOODYEAR  
KRAMER RADIATOR  
LOCKHEED · L-O-F SAFETY GLASS  
NATIONAL BATTERY  
OLDSMOBILE · PLYMOUTH · PONTIAC  
RAYBESTOS · STUDEBAKER



After the automobile show  
this **FOLLOW-THROUGH**  
tells them "WHERE TO BUY IT"



It's easy enough to find the Show. But it isn't always so easy to locate authorized dealers for a particular make or brand.

That's why the 16 automotive manufacturers listed above, as well as many manufacturers in other industries, definitely identify their dealers through "Where to Buy It" Service. Under the "Where to Buy It" plan the manufacturer lists his trade mark (and short text) in classified telephone books. Below this his authorized local dealers list their names, addresses and telephone numbers.

Prospects simply look for the manufacturer's trade mark and are directed to the nearest dealer or service station. Automotive dealers find that "Where to Buy It" also brings in much profitable service-work.

"Where to Buy It" has proved its value in many fields by sales results. Investigate.

Trade Mark Service Manager, American Telephone and Telegraph Co.; New York address, 195 Broadway (EXchange 3-9800); Chicago address, 311 West Washington St. (OFFicial 9300).



IN 1934 TO GET MOST VALUE  
FOR YOUR MONEY WE SAY

# "Look

Here, from Dr. Starch's Survey,  
are the latest facts on Readership,  
Rates, and Incomes. Read the score.



WEEKLY  
"A"

WEEKLY  
"B"

WEEKLY  
"C"

WEEKLY  
"D"

1	Present circulation (See note I)	1,000,000 guaranteed	2,000,000+	2,000,000+	2,000,000+	(See note II) 423,865
2	Present rate per page (See note I)	\$2400	(Page rates from 67% to 200% more than the Digest)			\$1460
3	Percentage of reader families with incomes over \$5000 annually	First (18.9%)	Third	Fourth	Second	...
4	Percentage of reader families with incomes over \$3000 annually	First (56.1%)	Second	Fourth	Third	...
5	Percentage of male readers in executive and professional classes	First (53.9%)	Third	Fourth	Second	...
6	Percentage of total advertising seen per person per issue	Second (39.3%)	Third	First	Fourth	...
7	Cost per page per 1000 persons per \$1000 income	Second (\$0.87)	Third	First	Fourth	...
8	Cost of visibility per black and white page per 1000 persons per \$1000 income	First (\$2.10)	Third	Second	Fourth	...
9	Cost of "read some" per black and white page per 1000 persons per \$1000 income	First (\$3.47)	Second	Third	Fourth	...
10	Cost of "read most" per black and white page per 1000 persons per \$1000 income	First (\$6.35)	Second	Third	Fourth	...

NOTE I—Circulation and rate per page based on Standard Rate and Data Service. All other columns from Starch Report on Media Effectiveness and based on Starch method of determining average circulation and rate for the 12-month period.

NOTE II—Weekly D is not mentioned in the Starch Survey.

### The SCORE:

	First Places	Second Places	Third Places	Fourth Places	Points
1 THE LITERARY DIGEST	6	2	—	—	30
2 Weekly A	—	3	5	—	19
3 Weekly B	2	1	2	3	18
4 Weekly C	—	2	1	5	13

Weekly D (Not ranked because not mentioned in Starch Survey)

To give a picture of comparative value, first place is given four points, second place three, third place two, and fourth place one.

Talk to the  
MONIED MILLION for  $\frac{1}{5}c$  apiece in

# at all FIVE"

In the field of weekly magazines there are five outstanding values for the advertiser. That you may apportion advertising space in these media with the same painstaking insistence on value you practice in buying materials, we present the plain and proven facts about the comparative values offered by the largest national weekly magazines. Wherever possible the facts are based on the latest published twelve months' cumulative report of Dr. Daniel Starch's Survey of Media Effectiveness.

THE great weekly magazines of this country always have been — and always will be — of vital importance to the buyer of advertising space. Each of them reaches a worthwhile market. Each offers a sound advertising value.

From year to year, however, as in the case of raw materials, the values offered by these five great weeklies vary. And, as in the case of raw materials, we know that manufacturers have apportioned and will continue to apportion their expenditures according to the value delivered today.

To judge comparative values of the great national weeklies in 1934, we say, "Look at all five — and let the facts be your guide."

The plain facts in the table on the opposite page — unvarnished by glib theory, unpainted by promotional fancy — show *The Literary Digest* ahead in those major factors that add up into value for most advertisers — ahead in high income families, ahead in executive and professional readers, ahead in low cost for reaching these potential owners, and in low cost for getting them to read your advertising.

#### The Extent of Digest Leadership

The score shows six first places and two second places for *The Digest*. *The Digest's* point score is 30 against the second weekly's 19. Why is this? What has

brought *The Digest* to be the peak value — the most economic "buy" — the lowest cost weekly on all those factors that point unerringly to advertising value in 1934?

The answer is that *The Digest* delivers class circulation at mass rates.

#### Now Consider the News Weeklies

Dr. Starch's figures clearly indicate the leadership of *The Literary Digest* among the four major weeklies, but do not show a comparison with *Time*, smart young newcomer among national weeklies. We therefore offer three comparisons of value between *The Digest* and the three other news weeklies.

First, it is interesting to note what one dollar buys in the four news weeklies. Here are the number of page advertisements delivered for every dollar you invest: in *The Literary Digest* 417; in *Time* 290; in *News-Week* 286; in *Business Week* 92.

Second, consider the cost of reaching high income families through the various news weeklies:

According to Dr. Starch's figures, 561,000 *Digest* reader families have incomes over \$3000 yearly. The total combined circulation of *Time* (423,865), *Business Week* (75,204), and *News-Week* (50,000) is 549,069.

One page in *The Digest* costs \$2400. A page in the three other news weeklies costs \$2450.

Hence, in *The Digest* you can reach, at lower cost, more families with better than \$3000 incomes than the other three news weeklies have circulation! Even if the entire circulation of the other three weeklies boasted incomes of \$3000 or better, the advertiser would still reach more high income families in *The Digest* at lower cost, and have a bonus of 439,000 *Digest* reader families absolutely free.

Third, consider the cost of reaching executives and professional men through the news weeklies:

According to Dr. Starch's figures, 687,112 *Literary Digest* readers are executives or are engaged in the professions. The total combined circulation of the other three news weeklies is 549,069. Hence, in *The Literary Digest*, for less money, you can reach 138,043 more executives and professional people than the other three weeklies have circulation!

We repeat, that all five of the largest weeklies offer sound value to advertisers. Talking generalities, any good salesman can prove any one of them the outstanding "buy." In the light of plain facts, however, *The Digest* obviously has the edge in 1934. So, in making up your schedules, we say "Buy all five." But, in apportioning your space, we say "Look at all five — and let the facts be your guide."

# The Literary Digest



# Discarding 37 States, Brockway Lifts Sales Volume 25 Per Cent

Perhaps your sales costs, too, are too high because you persist in trying to sell everybody. Brockway Motors are now out of red ink because they had the courage to concentrate on their best markets and forget everything else.

BY LAWRENCE M. HUGHES

**B**Y careful determination of its best potential market area, and design of its products to meet the needs of that market, Brockway Motor Company of Cortland, New York, has increased the unit sales volume of its trucks and trailers 25 per cent and dollar sales volume 28 per cent in 1933.

With an enlarged and better informed force—trained to sell not trucks and trailers but to become "consultants in economic transportation," George H. Scragg, manager of national sales, pointed out to SM, Brockway is preparing for an even better record in 1934.

This program will be formally launched at the Brockway show at 448 Lexington Avenue, near Grand Central Palace, New York, January 3-16. The 25 gasoline and electric trucks and trailers participating—all of them loaned by prominent companies in various industries, from Standard Oil of New Jersey to Borden, and from Dugan Bros. bakery products to Kraft-Phenix cheese—will then go on tour for exhibitions in Boston, Albany, Newark, Philadelphia, Baltimore, Pittsburgh, Buffalo, Rochester and Syracuse.

These ten cities are the centers of Brockway's present sales area. Mr. Scragg (whose title of *national sales manager* lately has become a misnomer) estimated that more than half of the nation's truck market is in the eleven states east of Ohio and north of the Potomac. All of them are within overnight delivery distance of Cortland. Brockway maintains factory offices in 20 cities in these states, and operates a force of 150 salesmen.

The father of George A. Brockway, present chairman of the board of the company, started to build carriages back in 1855. Several of the company's dealers are sons of men who sold Brockway carriages. George A. Brockway started the motor truck business early and expanded it rapidly—until, when the depression began, its products were being sold in 48 states and in 65 countries.

Under conditions which then began to prevail, however, the company decided that it was wasteful not only to try to sell in every country but in every state in the US. The costs of sales and shipment and supervision and service to the far corners of this country contributed quite as much, in their way, as did fluctuations in exchange with Argentina and revolutions in Brazil, to a loss of "millions of dollars" in 1930.

Mr. Scragg would not hazard an estimate as to the number of millions then being lost. The important thing was that the company decided to do something about it. That something was drastic, and constructive. Though export sales have been continued, on a modest basis, Brockway concentrated its efforts in this country on eleven states, and chiefly on the populous, industrialized states of New York, Massachusetts, New Jersey, Pennsylvania and Maryland.

The result was that last year—the first full year of this policy—losses had been reduced to only \$1,300. In the first half of this year Brockway earned a profit of \$57,000. And the second half is expected to show up even better than the first.

An important part of this program, Mr. Scragg emphasized, was the change and improvement in the company's products to meet the specific conditions of these markets. Though most of these eleven states have certain conditions in common—such as plenty of well-paved roads, and plenty of traffic on them—each, like every other state, has different regulations governing the speed, capacity, taxes and other factors affecting truck operation. The company sought to show truck operators how to simplify and make the most of these conditions and regulations.

Discovering in an extensive market study a year ago that 40 per cent of trucks operating were obsolete, and therefore wasteful, Brockway sought to modernize its line to enable operators to carry maximum loads at maximum speeds. This program, in fact, was

## Editors' Note

News editor of SALES MANAGEMENT for five and one-half years, Mr. Hughes becomes associate editor with this issue. In addition, he is conducting a daily column, "Advertising News," in the New York Sun.

started earlier. On completely new chassis, developed in 1928, Brockway has sought continuously to improve its models. Last spring—with the truck business as a whole apparently going to the dogs—the company introduced six new model gasoline trucks and a full line of electrics. Sales increases this year were based largely on its ability to convince operators that these new models were cheaper in the long run than the old trucks the operators were attempting to "make do." Savings of \$2,800 and even more in operating costs per unit per year proved to be a potent argument.

These developments, however, interesting and profitable as they were, became merely the first phase of a larger program. Brockway was selling competitively against other truck manufacturers. Salesmen were being required to drive the new Brockway trucks 400 miles and competitive trucks a total of 200 miles so they could talk specifically about their own product. But the company decided that theirs should also be the job of



"Consider the prospect's business as belonging to you," said Sales Manager Scragg to his men, "and then apply your knowledge to your prospect's problems."

selling motor trucking against other forms of transportation.

On November 9 Mr. Scragg wrote a letter to the sales organization. He told them of a sales course which he wanted everyone of them to take in the next eight weeks. The course was part of a campaign which he summed up in the slogan, "To Sell More, We Must Sell Better." It was designed to qualify each salesman as a "truck consultant." For seven of the next eight weeks of the course the name

## INDIANAPOLIS STORES

ILLINOIS & WASHINGTON STS  
WASHINGTON & MERIDIAN STS  
WASHINGTON & NEW JERSEY STS  
MASSACHUSETTS AVE & ALABAMA ST  
ILLINOIS & MARKET STS  
PENNSYLVANIA & MARKET STS  
PENNSYLVANIA & WASHINGTON STS  
PENNSYLVANIA & OHIO STS  
(FORMERLY FRANCES PHARMACY)

## HOOK DRUGS, INC.

GENERAL OFFICES AND WHOLESALE DEPARTMENT

MARKET AND CALIFORNIA STREETS

INDIANAPOLIS

## INDIANAPOLIS STORES

DELAWARE & OHIO STS  
ILLINOIS & NEW YORK STS  
MASSACHUSETTS AVE & NOBLE ST  
23 WEST WASHINGTON ST  
42 ST & COLLEGE AVE  
38 ST & COLLEGE AVE  
SENATE AVE & WASHINGTON ST  
ILLINOIS & MARYLAND STS  
5502 EAST WASHINGTON ST

December 8, 1933

BLOOMINGTON

COLUMBUS

CARY

HAMMOND

HOKOMO

LAFAYETTE

MARION

100 S WASHINGTON ST

170 S WASHINGTON ST

MISHAWAKA

NEW CASTLE

RICHMOND

TERRE HAUTE

110 S WABASH

110 S WABASH

ANDERSON

510 S MERIDIAN STS.

100 S MERIDIAN ST.

MUNCIE

WALNUT &amp; HOWARD STS

WAIN &amp; MULBERRY STS.

220 S WALNUT ST.

SOUTH BEND

113 S MICHIGAN ST.

BICH &amp; WAYNE STS.

BICH &amp; WASH STS

BICH &amp; COLFAR STS.

LOUISVILLE

100 S JEFFERSON

410 S JEFFERSON

410 S BROADWAY

BROADWAY HOTEL

410 S BROADWAY

WORTH BROADWAY BLOC

410 S BROADWAY

WORTH BROADWAY

Mr. S. G. Howard,  
National Advertising Manager,  
The Indianapolis News,  
Indianapolis, Indiana.

Dear Mr. Howard:

I am sure you will be interested in knowing that our sales in Indianapolis have been improving, particularly during the past several months.

This is due to changing conditions and our capitalizing them. Advertising has been important and those manufacturers who have taken advantage of this situation by keeping their products constantly before the public, have been supported by our own advertising and sales efforts. The Indianapolis News has played an outstanding part in our advertising program. We spend the greatest portion of our Indianapolis appropriation with your paper, as you know.

The outlook for 1934 is very promising to us. It is my sincere wish that your advertising volume continues to increase during the coming year for I feel that these efforts, properly directed, will be mutually profitable for everyone concerned.

Sincerely yours,  
HOOK DRUGS, INC.

*Edw. F. Roesch*

Edw. F. Roesch/s

**I**N the first eleven months of 1933, Hook Drugs, Inc., operating 17 retail drug stores in Indianapolis, have spent 65 per cent of their newspaper advertising appropriation in The News.

This preference for The News has not been confined to this one great chain of drug stores. In the first eleven months, The News has carried 43 per cent of all retail drug store advertising—47 per cent of all general medical advertising (which is strictly censored by The News)—and 63 per cent of all general toilet requisites advertising.

Indianapolis has, for years, been a good market for the retail drug business. It is estimated that the retail drug stores in Indianapolis will have done a \$11,000,000.00\* business in 1933.

The outlook for profitable selling in the Indianapolis Radius is very good for 1934. Put this market on YOUR sales map . . . SELL IT through the one newspaper that can do the advertising job profitably, economically and ALONE . . . The Indianapolis News.

\*This figure is an estimate based on the reports of 276 Indianapolis retail drug stores to the Indiana Gross Income Tax division for the months of May and June, 1933.

# THE INDIANAPOLIS NEWS

## SELLS THE INDIANAPOLIS RADIUS



New York

Dan A. Carroll, 110 East 42nd Street

Chicago

J. E. Lutz, 180 N. Michigan Avenue

Brockway was not emphasized. Starting with such fundamentals as how to "make" more productive time, and then what to do with it, Mr. Scragg urged the men to "consider the prospect's business as belonging to you," and then to apply their knowledge to the prospect's problems. "You are selling an idea," he said, "and your purchaser buys a truck. The idea is the best method to transport the goods he wants transported. You are selling the idea that a Brockway will move more goods for less money. Whatever else you say is simply to prove this. Try to forget the sale as a sale that must be made, and figure out how you can render a man a service."

Mr. Scragg pointed out that "most men in making purchases are influenced by just three things: *fear, pride and economy*. The salesman with just a single string usually plays only on economy. The real salesman appeals to all three."

The Brockway show, Mr. Scragg said, will be a "crusade for economic distribution through planned transportation." Though today's machinery

can produce bricks and cigarettes at an almost unimaginable speed, he added, "we have yet to learn how to set the bricks down in your yard or put the cigarettes in your pocket with comparable efficiency and economy."

"There are times when thorough and impartial investigation warrants the scrapping even of relatively new products. To cite a single example from our study of last year: The use of dry ice, with a corresponding change in truck body design, permitted one operator to cover routes with 18 half-ton trucks instead of 22 three-ton trucks. Even though the three-ton trucks were less than three years old and in good mechanical condition, the change was warranted because the new method delivered a can of ice cream for less money."

Invitations to the show have been sent to 45,000 executives—presidents, owners, purchasing agents, engineers—in the eleven states. Each invitation is being followed by a personal call from a salesman. The show will be advertised in newspapers in each of the ten cities where it will be held.

Riegel prepared to counter with a complete and thoroughly integrated merchandising plan which would build repeat business.

Even the smartest of shirt retailers have had their troubles licking the cut-price problem. Riegel sells its new line on an exclusive basis at one price, \$1.95. Hence automatically there is no price cutting.

Retailers have long wanted to find a way to encourage men to buy their own shirts and not leave that duty to their wives. The prejudice against women purchasers arose from customer studies, which had shown that eight out of every ten men who come into a store to buy a shirt buy something else before they leave, while only three out of ten women carry away any other purchase. If the retailer carries the Third Dimension shirt, the husband is likely to call in person because he must get measured.

Riegel's plan is aimed at making the average man a repeat buyer of branded shirts. Say Riegel salesman to the retailer: satisfy the customer with an identified shirt that really fits and he has to come back to you, because you have the advantages of a custom shirt business without its manufacturing problem and costs. To help the retailer take advantage of this factor, the company supplies each retailer with a card index file, to hold a card for each customer name, address, and special shirt size. This information is easily secured, since each clerk is given a Riegel tape to measure the customer for the third dimension, body size. The customer can then order extra shirts by phone, and the retailer is automatically supplied with an excellent direct mail list for the promotion of all lines of men's wear.

Riegel has put each of its Third Dimension shirts in a sanitary package, no pins, completely soft laundered and ready to wear. This saves soilage and spoilage. Packaging simplifies inventory, too; where normally the retailer orders in fourth-dozens as the buying unit, he now stocks up in individual shirt packages. Too, handing a man a wrapped package to fit his measure saves part of the time lost in measuring him.

That the consumer is taking to the new shirt is demonstrated by early sales results. According to W. L. Young, in charge of the shirt division for Riegel, in Boston, a city where the Riegel name has heretofore been unknown, Filene's advertised the new shirt in evening papers. Next day over one thousand shirts were sold. Kaufman-Straus Company, in Louisville, sold out its initial stock in two days after the opening announcement.



The ladies, God bless 'em, are good shirt buyers, but when hubby buys his own, he purchases more related items. So Riegel, through the new "Third Dimension Shirt," is showing stores how to make the men come after their own. The center educational exhibit of spools and loom in Filene's window is loaned to retailers by Riegel.

## New "Custom" Shirt Aims to Make Men Repeat Buyers

**T**HE introduction of a new idea in men's shirts—the "Third Dimension Shirt," in which three body sizes, large, medium and small, are added to each collar and sleeve size—is fast opening new territory for the Riegel Textile Corporation. Riegel, important in the manufacture of work gloves, handkerchiefs, sheets and pillow cases, has heretofore limited distribution of its \$1.65 to

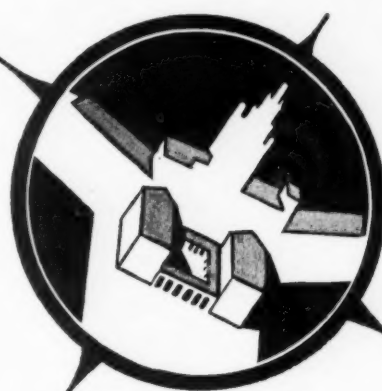
\$5 line of shirts to the South. With the advent of the new Third Dimension shirt, Riegel is opening northern markets.

Having anticipated resistance for its new shirt with three body sizes for each collar size and sleeve length, and the accompanying inventory problem (the shirt industry had been through this inventory argument before—at the time different sleeve lengths came in),



CENTER OF THE WINTERTIME WORLD

# The Most AMAZING VACATION Ever Conceived



A challenge to the future—this audacious vacation plan of the Miami Biltmore! Offering more than sumptuous living in one of the world's greatest hotels, the Miami Biltmore announces a policy of guest entertainment, privileges and special courtesies that has NEVER been equalled ANYWHERE. As a guest of the hotel you are entitled to a COMPLETE VACATION—whether you spend the winter or a few weeks. No matter what your tastes in sports and social diversions, in vacation relaxation or holiday excitements, you can indulge them at *their best* in the Miami Biltmore plan.

When you register in this "Center of the Wintertime World" the gates are opened to you to all the important resort pleasures of this world-famous playground . . . many of which can be enjoyed only at the Miami Biltmore . . . social functions of national distinction . . . sports events of national and international interest.

For example, as a patron of the hotel, you are extended full privileges in the Florida Year Round Clubs . . . three magnificent sports centers—the Miami Biltmore Country Club, the Roney Plaza Cabaña Sun Club at Miami Beach and the Key Largo Anglers Club down on the Florida "keys".

An extraordinary economy — and a service which expands your enjoyment to the entire Miami resort area—is the transportation system operating from the Miami Biltmore and serving all units of the Florida Year Round Clubs. Without extra expense, you ride by aerocar to the races, dog tracks, downtown shopping and theater districts. Or fly by autogiro to Miami Beach! Or scoot by sea-sled down Biscayne Bay to Key Largo and the celebrated fish-

ing grounds — an exhilarating journey along the quiet inland waters and colorful tropic shores of southern Florida. Your saving in local transportation costs alone will offset a major portion of your hotel bill. Moreover, this service brings the Miami Biltmore closer to all resort interests than any other hotel.

On the hotel estate itself is the 18-hole golf course . . . completely worked over for this year's play . . . with a staff of five celebrated pros: GENE SARAZEN, DENNY SHUTE, MIKE BRADY, LOUIS COSTELLO and NED EVERHART. Also, two outdoor pools . . . where weekly aquatic carnivals are held . . . including National Olympic Stars Meet and Atlantic Seaboard A. A. U. Meet. On the tennis courts, brilliant play every day . . . national tournaments . . . professional coach. In the Miami Biltmore stables—mounts for expert or beginner . . . veterinarian, groom and blacksmith services . . . guests' horses boarded without cost! One of the climaxes of the season will be the National Horse Show. And for the fisherman, poloist, race enthusiast or any other hobby-rider, the Biltmore program provides plenty of daily fun.

The social schedule, too elaborate to enumerate in detail, varies from such informal affairs as chowder parties to sumptuous costume balls . . . with nightly jollity of dance orchestras and Broadway entertainers.

Despite its additional services and privileges, the Miami Biltmore has not increased its sensible tariff rates!

Acquaint yourself with this amazing vacation offer, and you will agree with seasoned travelers that it is the best "buy" in the whole resort world!

Open October 28th to June 30th

For information, literature and reservations  
address hotel direct or see your travel agent

# MIAMI BILTMORE

C O R A L   G A B L E S   M I A M I   F L O R I D A



## NOTE TO CITY-MINDED COPY WRITERS...

(and who isn't?)

**A** SMALL TOWN is not a state of mind. It's not just a location on a map. It's not a matter of geography at all. A typical independent small town IS A STATE OF LIVING. The eight and one-half million families who live in small towns in this country live there by choice. They are the backbone of this country. They have a magazine all their own because that magazine is written and assembled in the tempo of their daily lives.

The modern small town home-maker is a home-maker in every sense of the word. Her family, on the average, consists of four persons. Distances are not great in small towns so the children come home for lunch at noon and so does father, be he the banker, the carpenter, the dentist, or the store clerk. The HOME in which this home-maker lives is spelled with capital letters.

On the surface, The HOUSEHOLD MAGAZINE looks like just another woman's magazine, but it isn't. If it were, there would be no need for it at all because the coverage maps are already burdened with figures representing city circulation. HOUSEHOLD has to be different. The editors had to know Small Town America or they wouldn't be editing HOUSEHOLD today.

A close inspection of the departments, features and fiction in HOUSEHOLD readily discloses the appeal which the magazine has for its 1,750,000 readers. Practical departments dealing in few fancies and fewer theories. It appeals to small town women, it reaches small town women, and it SELLS small town women a lot of fine merchandise that is advertised in its pages year in and year out. Household Magazine, Topeka, Kansas. Arthur Capper, Publisher.

IF YOU SELL THROUGH  
WHOLESALE, YOU HAVE  
SMALL TOWN DISTRIBUTION

## Leading Drug Store Brands in 15 Major Markets

(Continued from page 10)

ers are as likely to show a bias, or a state of mind, as knowledge based on facts. Furthermore it is never possible for a retailer of a mass product to know all of the reasons which influence a customer in buying a certain product or to rank them in proper order. The best he can offer is an opinion, and that opinion may have been influenced by any number of things. For example, a Walgreen manager in Chicago ascribed to radio the sole credit for increasing the standing of ten brand names. A check-up showed that only six of these brands are on the radio. One has just resumed after a long lapse and the resumption is too early to have had any effect on sales. Another has been cutting down steadily on radio over a period of nearly a year, and has been increasing in other media, especially newspapers. Two of the products have never been advertised on the radio. One has been off the radio for three years, and the last one has been off for one year. The best that can be said for that Walgreen man's opinion is that he is personally a radio fan and therefore if a manufacturer is using the air he should pound the idea home to that druggist. Similar inconsistencies were noticed on other types of media. The druggist's personal reading or listening habits apparently swayed his judgment.

Since we are not yet out of the depression it is not surprising to learn that price—low prices, price reductions, special deals—had a very definite lead over all other factors—greater by 24 per cent than the next highest factor.

We print no summary as to the preferences shown for various types of media because the investigation covered only types of drug store products rather than an all-embracing, "What is the most effective influence in stimulating drug store sales?" The druggists' opinions as to influence are shown, in order of importance, for each type of product, for each city, and for the entire 15 cities.

The percentage figures which are used in the following paragraphs are the relationship which the number of mentions bear to the total number of stores surveyed.

### Cigarettes

Lucky Strike was the leading brand in 55 per cent of the stores, followed by Chesterfield with 36 per cent.

Chesterfield was increasing most rapidly in 29 per cent of the stores, closely followed by Lucky Strike with 28 per cent. Lucky Strike was the leading seller in 10 cities, Chesterfield in 5. Camel's percentages in the two columns were respectively 10 and 11 per cent. Old Gold, which has not been promoted aggressively during the past year through any medium except radio, had less than 1 per cent as the leading brand and was eclipsed by Philip Morris under brands increasing most rapidly. Kool was not a leading seller in any market, but it did have four times as many votes as Spud as a brand gaining most rapidly—and it was practically up to Old Gold. A total of 11 brands was mentioned.

### Toothpaste

A total of 17 brands was mentioned by druggists as being either the best seller or as showing the greatest increase. Pepsodent led as the best seller in 25 per cent of the stores, with Colgate not far behind with 20 per cent. Pepsodent likewise led Colgate by a ratio of 17 to 16 per cent as the brand increasing most rapidly. Ipana showed uniform strength throughout; Listerine was especially popular in its home town market of St. Louis and in Los Angeles. Dr. West was most popular in Detroit, Milwaukee and Kansas City. In its home town of Chicago it ranked very low as compared with Pepsodent, another Chicago product. Pebecco's strength was concentrated in the Middlewest. Squibb received votes in every city except Kansas City. Price reductions and radio were neck and neck in influence in the group.

### Toothbrushes

Dr. West's brush, with rankings of 55 per cent and 33 per cent, had a comfortable lead over Pro-phy-lactic with 26 and 22 per cent. Tek was mentioned in most of the markets, but its showing was not as high as the grand total of all private brands. Window displays, magazines and radio were closely bunched as influences in the classification.

### Toilet Soaps

Thirteen brands were mentioned, with Lever Brothers carrying off the honors. Lux and Lifebuoy were leading sellers with percentages of 31 and



18 per cent respectively, and they likewise led with 17 and 16 per cent as brands increasing most rapidly. Combined votes for Lever Brothers products versus those of Colgate-Palmolive-Peet as leading brands were in the ratio of 260 stores to 168. Camay, a relatively new brand, made a brave showing in 4 of the 15 cities as a brand increasing most rapidly. The recent splurge in price reductions made price second in importance to magazines as a group influence factor, closely followed by newspapers.

### Laxatives

No product among all those surveyed so definitely owned a market as does Ex-Lax in this field with a percentage of 90 as the leading brand, and 55 per cent as the one gaining most rapidly. Radio, magazines and newspapers were closely bunched as influence factors.

### Mouth Washes

Listerine, with the percentages of 66 and 40, had a clear lead over Pepsodent with 19 and 18. Private brands in the aggregate were in third place, but among branded products Lavis and Vick's showed up well. Surprisingly enough, Pepsodent did not get any votes in Listerine's home town, and did better by itself in almost every other city than Chicago, its own bailiwick. As was the case with toothpaste, radio and price reductions (particularly in the case of Listerine) were the leading influences mentioned, for brands as a whole.

### Face Creams

Nineteen brands were mentioned, but Pond's had no close rival for first place. Its percentage as the leading brand was 54 per cent and as brand increasing most rapidly, 33 per cent. The nearest competition was Hudnut with 9 per cent as the leading brand and Lady Esther with 8 per cent as the brand increasing most rapidly. Woodbury's was mentioned uniformly throughout the country; Armand's strength was in the Middle and Far West; Lady Esther was especially strong in four cities. Junis ranked high considering the time it has been on the market. Radio and magazines were closely linked as a reason in this group.

### Shaving Creams

Fifteen brands were mentioned. Palmolive had a clear lead with 32 per cent as the leading brand, with

(Continued on page 29)



# Capper Country

## FARMERS HAVE MONEY TO SPEND

THEY have come through the depression in pretty good shape. Thousands of them out there in the mid-western states.

A lot of money has recently gone or is going into these states through the Government crop and livestock reduction program.

Farm prices have gone up considerably in the last year. Up 80 per cent over last year on corn on October 15. And

80 per cent on wheat. And 40 per cent on cotton. And 118 per cent on potatoes.

Their farm mortgage problems are being ironed out.

Buying power is greatly increased in Capper Country. In these good midwestern states that are covered like a blanket by *Capper's Farmer*. *Capper's Farmer*, opinion molder and buying guide of nearly a million families.

**Capper's Farmer**  
Topeka, Kansas



# Why We Insist Upon a Written Contract with Our Salesmen

BY L. J. STEFFEN

*Vice-President in Charge of Sales,  
Hough Shade Corporation,  
Janesville, Wisconsin*

**M**OST companies are bothered from time to time with wrangles and disagreements with salesmen and representatives. Often the company "settles" to avoid costly litigation.

But it is comparatively easy to anticipate such misunderstandings and keep them from arising. Word of mouth agreements are often honestly misunderstood. Taking up various problems by letters, piece-meal, and deciding them on the spur of the moment can end up very unsatisfactorily.

Our company, therefore, has a printed form which reduces agreements with salesmen to a fixed, uniform policy. We devised and printed this standard selling agreement form eight years ago, and, with the exception of slight revisions made in 1927, there have been no changes. We believe, therefore, that the idea has had a fair test.

As soon as a man understands that he is working under a uniform policy, that no exceptions are made, and that he is getting exactly the same deal as every other salesman, he stops trying to sell you on giving him special favors. Chiseling is ended.

Most salesmen think they are going to cover more territory than they really do. Our contract very definitely fixes each man's territory. It is easy to deliver to a man more territory than he can handle, in an informal conversation, but it is mighty hard to take any part of it away from him afterward, even though he is not covering it properly.

When a salesman is taking over a territory he is likely to be eager to bite off more than he can chew. A man can tie up much more territory than he can handle. All spoken agreements are loose at best. Give a man a big territory and he is likely to hit only the high spots. Experience has shown us that very fine results can often be secured in missed territory.

The psychological effect of the printed agreement is extremely helpful. The man gets the impression, at the outset, that he is tying up with an important organization. He is convinced that it functions in an orderly, supervised, thought-out manner.

Also, here in black and white, is

information which tells him just what he is expected to do. He knows just when and where the company will support him and when and where it will not. He is not troubled with the necessity of making doubtful decisions, on his own, in the field. He knows that every other salesman has an equal chance with him and that there are no special favors.

We definitely limit our representatives to taking orders. No salesman can tie us up in any special arrangements in making contracts. No order is effective until approved by us.

There are in our form twenty-nine paragraphs. We know that Paragraph No. 10, for example, has kept us out of many arguments and has worked often to the profit and good-will of all concerned. Every sales manager knows that sometime or other an order

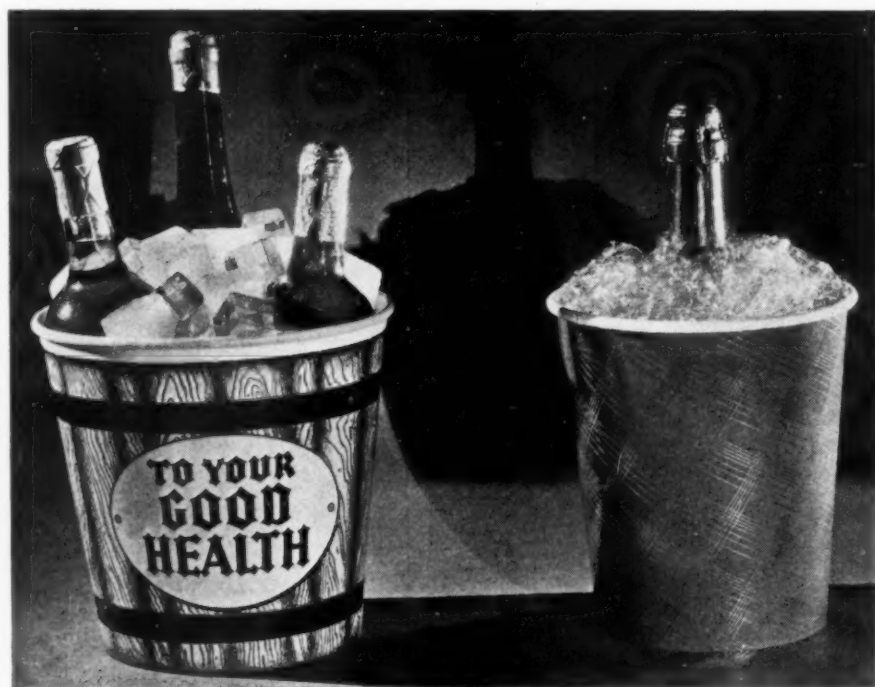
is ripe for taking but that the man in the territory, somehow, is unable to get it. Our paragraph covering this says:

"Should The Hough Shade Corporation notify representative in writing of an important prospective purchaser or purchasers who, in the company's opinion, should be sold a number of RA-TOX shades or Venetian blinds and should the representative fail to sell said prospective purchaser within thirty days after said notification, then company shall have the right to send a special sales representative into representative's territory to sell said prospective purchaser or purchasers, in which case the representative shall receive only one-third the amount of commissions which he would otherwise have received for such sale."

Without this understanding in written form the salesman whose territory is invaded might be provoked. With it written into his contract from the beginning of his relations with us he understands and says:

"This must be the regular procedure. Okay."

Paragraph No. 14, stating clearly how the division of credits is arrived at under certain circumstances, is another which we consider important. How many companies have run into embarrassment and trouble, and sometimes litigation and costs, by not hav-



**Silver Buckets Bow to Paper:** This paper chilling bucket, recently developed by the Lily-Tulip Cup Corporation, is designed to please both liquor retailers and the economical consumer born of Depression-Repeal. Water-proof and strong enough to be rinsed and used over and over again, it is expected to get a loud welcome from home celebrants, picnickers, restaurateurs, and motorists who dream of buying iced beverages in the city to drink on country hill-tops. With the addition of a cover which fits snugly around the necks of from one to three bottles, it provides the dealer with a sturdy package for delivery or carry-away service to his customers and a protective inner carton for shipping. The bucket is available to manufacturers and retailers for special brand or advertising imprinting, and is being sold, unadorned, direct to the consumer through department stores.

ing this important matter reduced to writing. This paragraph reads:

"Some of the large firms in the country divide purchasing authority between their branches and home offices. This, at times, makes it necessary for a representative of one territory to cooperate with the representative of another, in order to get a final O.K. on a purchase order.

"When this condition exists, commissions or credit for the sale will be divided as follows:

"Point of requisition... One-third  
 "Point of installation or  
 shipment ..... One-third  
 "Point of formal order... One-third

"The same basis for the division of credit will apply when installations are made in, or requisitions emanate from open territory, in which case the house account will be credited with the proper proportion of such sale."

I have been dumfounded that so many companies, most of them in fact, do not have any fixed policy for the division of credit on orders where it is necessary to divide it among several territories.

When any representative of ours bobs up with "I understood this was to be so-and-so" we clarify the whole situation at once by replying simply, "Read your contract."

Points which might become very difficult clear themselves up instantly.

### Ground Rules in Selling

Paragraph No. 19 is another trouble-eliminator. It is like the ground rules we used as kids in playing one-old-cat—"Over the fence is out." And we've got to have ground rules in business. This says:

"Representatives are not to solicit business in another man's territory—business can be solicited in adjoining territories if 'open,' and full commissions paid on any business secured and consummated by the representative, but commissions will not be paid on any open territory business if sent direct to us by the purchaser, unless representative has previously arranged for protection by reporting as having called on such accounts to our Chicago office within ninety days prior to receipt of the definite order."

We require in a case of this kind the name of the prospect-company, the name of the man who must be sold, the prospect's address and some description of the business and the goods manufactured. We consider these facts especially important in building up sales because we have an intensive follow-up system.

With the required information in hand we can move better to support the salesman in his efforts. Often, with this added knowledge, we can get in some sales hook, add some local color or do something we could not do if the picture were not before us.

For example, if the prospective pur-

chaser is a manufacturer of electrical appliances we can possibly inform him that we have had experience in supplying some other known and efficient organization in his own line. If it is a steel company we may be able to point out that some other well known and established steel company has standardized on our equipment.

Other of the twenty-nine paragraphs in the form take up such subjects as compensation for repair parts, special hardware, installation charges, expenses, errors in specifications, legal adjustments, collections, etc.

Such agreements, "ground rules" if you care to call them such, would add much to the enjoyment of life on the part of the sales manager, general manager or other executive who so often finds himself in the position of umpire. And I can think of no unhappier man than an umpire without a rule book.

I desire rules in any game I play.

## Arco Puts New Heaters on Wheels to Win the Small Home Market

"To reach the owners of small homes and buildings who would not normally even consider the installation of radiator heat"—particularly the 13,000,000 US homes still heated by stoves—American Radiator Company, New York, has equipped a fleet of 30 automobile trailers with a display of its new popular-priced heating plant.

For several months, Arco representatives in charge, the displays have been traveling throughout the country, explains A. R. Herske, sales promotion manager, tapping this "comparatively virgin market." In addition to a new low-price level, the new unit is the first in which the heater can be placed on the same level as the radiators, Mr. Herske adds, "thus making it unnecessary to have a cellar.

"Once we have caught a prospect's attention, his home becomes our salesroom. Designed, if the prospect desires, to replace a stove in any room, while it heats other rooms with radiators, the product's eye appeal is an important factor in sales."

A Long Island real estate man trailed a trailer five miles to obtain an estimate on an installation. Parked in front of the county courthouse in Zanesville, Ohio, a trailer brought six prospects in six hours. A dentist in Wayland, New York, shouted from a second-story window to stop the thing, so that he might see, and buy.

## Significant News of City Markets

We recommend the timely market facts under this heading as a basis for sales planning, special drives, test and localized advertising, advertising appropriations, leads for salesmen, quota setting, etc. Population: 1930. Districts are A.B.C. divisions.

### Troy, N. Y.

A.B.C. City Zone ..... 119,324

A.B.C. Trade Zone .... 204,447

Ludlum Steel Company, which has been increasing its force gradually for a year, has received an order for 200 tons of stainless steel.

The Troy Record carried 4,978,015 lines of local, national and classified advertising for the first 11 months of 1933—a gain of 102,530 lines over the same period of 1932. The second Troy medium (non-A.B.C. newspaper) LOST 22,528 lines.

Cohoes (Troy A.B.C. City Zone) has secured two new industries—rayon goods and manufacturer of frocks. This city will spend between \$40,000 and \$50,000 to improve its water power pressure.

For the 11 months of 1933 a total of 74 local display advertisers used the Troy Record exclusively in Troy. Practically all invest the largest part of their appropriations in the Troy Record.

A new high school, to cost \$400,000, is to be erected in Watervliet (Troy A.B.C. City Zone).

The Troy Record carried 77.9 per cent of all national advertising published in Troy daily newspapers during November.

To and including November, 259 national advertisers used the Troy Record exclusively in Troy.

\$87,876 will be paid in wages, up to February 15, to 791 men employed under C W A in Rensselaer County.

63.63 per cent of all local, national and classified advertising printed by Troy dailies, in the first 11 months of 1933, was carried by the Troy Record—a definite gain over 61.08 per cent, the figure for these classifications for the same period of 1932.

Metropolitan Troy, by A. B. C. definitions, includes Troy, Watervliet, Cohoes, Green Island and Waterford, having a total population of 119,324—thoroughly dominated by The Troy Record. Circulation (A. B. C. Publisher's statement 9/30/33) 22,610. City Zone 78%, Trade Zone 18.4%, All Other 3.6%. Flat rate .07. Representatives: Chas. H. Eddy Company.



# Sales Letters

BY MAXWELL DROKE

## Pollyannas and Pessimists Out, Realists In, for 1934

In the language of Paul K. Primitive, our early ancestor, there was no word for *Tomorrow*. Men make words to express ideas. Primitive's brain had never conceived the *Tomorrow* idea. Never did it occur to him to arrange his days into an orderly array of weeks, months, years. They remained a monotonous span of dawns and darks.

Civilized man made the calendar. He has changed the pattern time and again; but the idea is basic.

The calendar remains not only one of the most useful, but perhaps, on the whole, the most inspiring element in mundane existence. In trying times we should all, I fear, be deeply sunk in the slough of despond but for the tonic effect of a new year, with its new opportunities, new hopes and new determination.

What, then, shall be our business philosophy in the year that lies directly ahead? Who shall kindle and direct this potent force that we are pleased to call mass psychology? I venture to suggest that our correspondents—the army of letter-writers—can do at least as much as any single group. This is our opportunity, individually and collectively, to develop and radiate an attitude of calm confidence. Let us be resolved to surrender neither to the forces of unwarranted pessimism nor to the blowguns of a vacuous horde of pepsters who gather at the Wishing Well to worship the Goddess Pollyanna.

Life is real. Life is earnest. Our goal is not the industrial graveyard, or the Land of Let's Pretend. So we turn to the morning mail, calmly confident in the destiny of mankind, knowing that he will inch his way out of mire and misery to a tolerable place in the economic sunshine.

## Laundrymen's Mother Goose Eases Collectors' Task

Harry L. Bird, director of sales promotion for the Laundryowners' National Association, sends me this collection letter—one of a series used by the American Institute Laundry. I consider it an adequate and timely handling of a troublesome problem:

"Old Mother Hubbard must have felt embarrassed when she found her cupboard bare—but imagine the sentiments of her pup!

"We operate our business without borrowed capital, depending upon prompt payments by our patrons to meet our payroll and other items, because that is the most economical method. It enables us to ren-



Maxwell Droke

## Standing Invitation

Mr. Droke is always glad to criticize sales letters and direct mail messages for our subscribers. There is no cost or obligation for this service. Address him in care of SALES MANAGEMENT, enclosing a stamped, addressed envelope.

der a quality service at far less cost to you than would be the case if we were dependent upon help from the banks.

"But if you neglect to take care of the small amount due each week, on a C. O. D. basis, it means that our 'cupboard' will be bare, as far as somebody is concerned. These small amounts multiply rapidly unless they are met promptly. Then we would have what the professors call 'lack of capital'—but to our employes it would simply mean 'lack of sandwiches.'"

"The need is particularly urgent, since we are now working under the NRA Code, with shorter hours and more pay for our people, yet without any extra cost to our patrons.

"We'll appreciate your having the small balance due on your account ready for your routeman tomorrow. And we're looking forward to your continued patronage as long as we deserve it.

"Sincerely,"

## A Utility Sells Light By Educational Campaign

Doubtless the NRA has served as a text for thousands of letters; but few, I imagine, have made a more interesting or logical presentation than the Lighting Division of the South Carolina Power Company, in this message to local industrial plants:

"It's no secret that NRA has put some problems in the laps of industrial executives that call for new and different solutions.

"Now, as never before, it becomes increasingly necessary to effect economies in production. Yet many of the old, time-tested roads to lower costs and higher efficiency have been closed.

"In the face of these conditions, you're probably asking yourself these questions: 'Where can I find new ways to cut costs? And how can I maintain production efficiency with the arrangement of working shifts under which my plant must now operate?'

"Unless your plant is a shining exception, you can find one of the answers to these questions in your lighting system.

"If this statement seems unbelievable, consider these facts: Every employer of labor is an employer of eye-sight. Upon a worker's ability to see depends in a large measure his ability to produce. Yet his ability to see depends on the amount and quality of light YOU provide in your plant.

"Study the facts on the following pages of this letter relative to the effect your

lighting system has on the productive efficiency of your workers. Learn how correct lighting makes possible savings in cost of production, reduces losses from spoilage and lowers the accident rate.

"Then call in our lighting specialist to help you check up on the condition of your lighting system. His service costs you nothing, but his advice may save you money. He can show you how to get the most light for your money from your present system. And he will gladly give you the benefit of his expert knowledge in determining where or whether your system fails to measure up to standard.

"Use the self-addressed post card, enclosed for your convenience, to request this free check-up of your lighting system. Sign and mail the card now, while this matter is fresh in your mind. Of course you are not obligated in any way."

\* \* \*

Without any definite facts to guide me, I feel safe in assuming that this letter, excellent though it is, did not result in an avalanche of inquiries. I hope, however, that the sponsors will not be discouraged by the apparently meagre returns. Except in the case of strictly mail-order merchandising, we need, in many cases, to get away from the practice of judging a letter by immediate results. Where a revolutionary educational job is undertaken, as in this instance, results are certain to be slow. You cannot lay your finger on any one promotional effort and say, "This is the letter that turned the trick!" But a consistent and persistent campaign will in time bear fruit. If the South Carolina Power Company will continue this program for five years, Charleston, S. C., will afford an illuminating object lesson for many a larger city to behold.

## Panning the Old a Poor Way to Sell the New

A few days ago I received for criticism a series of letters issued by one of the large manufacturers of private heating plants. All of the letters were devoted primarily to ridiculing the prospect's present heating system, and concluded with the smug counsel to throw out the present furnace forthwith and install the celebrated Whoosis system.

Because the faulty psychology so evident here is by no means uncommon, I am briefly reviewing my criticism in this case. "You have ridiculed the old" I told them, "without definitely proving a case for the new. No man relishes the idea of having his possessions disparaged. We must bear in mind that he probably has more than a little attachment for his faithful old furnace. In his heart he may know that it is outdistanced by newer models, but he doesn't relish having its shortcomings pointed out to him—and particularly by someone who, he feels, has an axe to grind.

"It would be better, I think, to dwell upon the advantages of your product, and let the prospect make his own comparisons."



## Leading Drug Store Brands in 15 Markets

(Continued from page 25)

Williams and Colgate practically blanketed for second place with 15 per cent. Palmolive held its lead as the brand increasing most rapidly—19 per cent—but was closely pressed by Barbasol with 15 per cent. Ingram, Mennen and McKesson were bracketed fairly close together as fifth, sixth and seventh in the leading brand column. Lifebuoy and Ingram were close together as fifth and sixth in increasing most rapidly. Radio and magazines were bunched; newspapers a good third.

### Razors

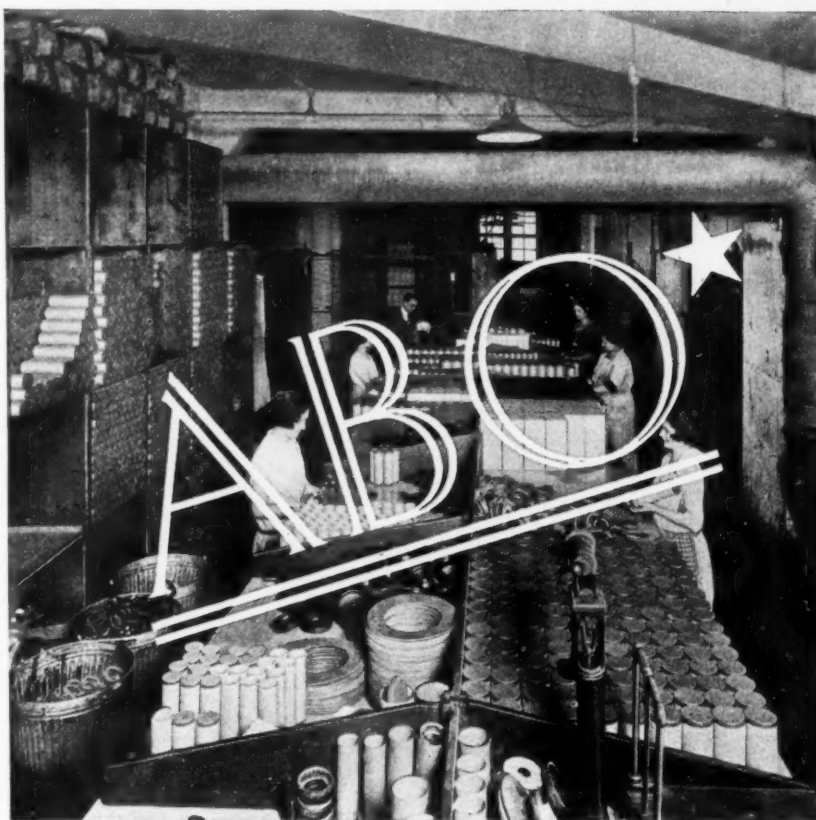
Approximately one-third of the druggists said they didn't carry any razors—some went so far as to say they couldn't even give them away. Gillette had an easy lead with percentages of 53 and 34, followed by Gem with 13 and 13. In two cities—Milwaukee and Kansas City—the high-priced Rolls received votes. The total of brands mentioned was 11. Newspapers, next to price reductions, were the leading factors.

### Razor Blades

Gillette products once again walked off with the honors. Gillette and Probak together were leading sellers in 94 per cent of the stores, and were increasing most rapidly in 80 per cent. Price reduction on these products seems to have been the compelling factor for purchases in December, and price reduction received more mentions than all other forms of influence factors combined. Among the advertising media, newspapers had a clear cut lead.

### Coming Surveys

SALES MANAGEMENT has contracted with Ross Federal Service, Inc., to have them make a minimum of one market investigation monthly during 1934. In the January 15 issue will appear the results of a grocery-store survey similar to the drug investigation and covering Boston, New York, Philadelphia, Pittsburgh, Cleveland, Detroit, Milwaukee, Des Moines, Chicago and Kansas City. Another is being prepared covering beer and liquor sales. *The editors will appreciate suggestions from readers on the subject matter for other investigations.* These studies may be made in any locality, among retailers or consumers, and in any branch of commercial activity.



## The ABO\* circulation plan shifts advertising pressure with market changes

\*ACTIVE BUYERS ONLY

## MILL & FACTORY

A CONOVER-MAST PUBLICATION

205 E. 42nd St., New York City . . . 333 N. Michigan Ave., Chicago

(A-8806)





### METAL SIGNS

Etched and Lithographed

A capable Art Department creates the signs. The finest machinery and trained production men fabricate them. Result - strikingly different signs that really sell your merchandise.




L. F. GRAMMES & SONS, Inc. 350 UNION ST. ALLENTOWN, PA.

### Position Wanted

Thoroughly experienced man in store and office procedures, training employees, selling and installing store systems and accounting equipment.

Hiring, training and supervising salesmen for two outstanding manufacturers.

References, former employers, associates, employees, customers and banks.

Good health, habits, character and reputation.

Open for immediate connection. Moderate, contingent contract. Address Box 395, Sales Management, 420 Lexington Avenue, New York, N. Y.

## PHOTOSTATS

### COMMERCE PHOTO-PRINT CORP.

42 Broadway 33 West 42nd St 80 Maiden Lane  
Tel LONGacre 8645

## PHOTOGRAPHS

# 120 Bright Spot Cities

## Business Activity as Measured by Bank Debits

**B**USINESS activity, especially retail and wholesale sales in the farming districts, improved considerably over October, and the state of the country as measured by bank debits is much the same picture as the one President Roosevelt saw by looking at his charts. (See "Significant Trends," this issue.)

The Federal Reserve districts of Atlanta, Chicago, St. Louis, Minneapolis, Kansas City and Dallas made the best showing, with Minneapolis leading for the second month in a row. Durham, N. C., was the leading bright spot, with a figure double last year. Other outstanding cities were Warren, Ohio, 153.1, Columbia 136.6, Greenville 126.7, Danville 195.3, Montgomery 154.8,

Augusta 171.4, Memphis 150, Pueblo 195.8, Dallas 132.1, and Walla Walla 143.9.

Relative standing is the relationship of the individual city or district for the current month with the country as a whole. The cities presented herewith are those which equal or exceed the national average. The complete list of 262 leading cities is available monthly at a subscription price of \$2.00 a year. Copies are sent by first-class mail on the 20th of each month.

Ask for a sample copy of "Complete City Bank Debits Special Service." Address Statistical Department, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

	BANK DEBITS ('33 as of '32)		Yr. to Date %	Relative Standing
	Trading Area Pop. (000 omitted)	Oct. %		
U. S. A. Average (excl. N. Y. C.)	.....	106.3	109.1	94.9 100
<b>Boston F. R. District</b>	.....	94.1	100.7	95.2 92
Hartford, Conn.	458	112.7	119.7	99.1 110
Waterbury, Conn.	173	121.4	113.8	99.3 104
Bangor, Me.	32	122.7	118.3	105.3 109
Fall River, Mass.	138	104.7	109.9	101.3 101
Holyoke, Mass.	100	101.0	109.5	95.1 100
New Bedford, Mass.	154	100.0	118.4	102.4 109
Providence, R. I.	833	100.7	108.7	97.8 100
<b>N. Y. F. R. District (excl. N. Y. C.)</b>	.....	104.5	79.8	90.7 73
Stamford, Conn.	81	117.0	113.8	97.0 104
Albany, N. Y.	510	118.0	118.0	98.5 109
Rochester, N. Y.	599	100.1	111.5	90.9 102
<b>Philadelphia F. R. District</b>	.....	106.0	108.8	95.3 100
Wilmington, Del.	244	105.4	114.6	97.5 105
Lebanon, Pa.	67	114.2	122.7	96.6 113
Philadelphia, Pa.	3,527	108.8	111.2	97.5 102
York, Pa.	167	107.2	111.1	92.2 102
<b>Cleveland F. R. District</b>	.....	101.8	104.9	91.6 96
Canton, O.	290	110.9	129.7	114.1 119
Columbus, O.	634	107.1	112.2	94.7 101
Steubenville, O.	150	108.0	110.2	93.8 103
Toledo, O.	732	98.0	109.7	98.7 100
Warren, O.	607	102.5	153.1	112.1 140
Youngstown, O.	300	109.5	108.8	96.8 100
Zanesville, O.	130	95.7	115.4	84.0 106
Franklin, Pa.	80	104.8	120.0	82.6 110
Pittsburgh, Pa.	2,000	111.5	113.4	98.5 104
<b>Richmond F. R. District</b>	.....	96.5	97.2	88.0 90
Charlotte, N. C.	650	125.6	112.2	83.3 103
Durham, N. C.	250	170.6	200.2	142.8 183
Winston-Salem, N. C.	200	118.3	125.8	109.5 115
Columbia, S. C.	443	125.7	136.6	112.7 125
Greenville, S. C.	300	115.8	126.7	112.9 116
Danville, Va.	160	129.6	195.3	112.5 179
Lynchburg, Va.	160	107.2	120.9	100.0 111
Richmond, Va.	313	108.4	113.5	99.5 104
Charleston, W. Va.	344	125.6	122.2	102.1 112
<b>Atlanta F. R. District</b>	.....	106.8	117.0	93.5 108
Birmingham, Ala.	742	108.4	114.7	83.6 105
Dorhan, Ala.	300	108.4	130.0	103.8 119
Montgomery, Ala.	470	135.1	154.8	109.8 142
Jacksonville, Fla.	313	111.8	125.4	101.3 115
Miami, Fla.	164	112.8	136.0	101.0 125
Pensacola, Fla.	75	122.3	111.4	105.0 102
Albany, Ga.	260	107.8	131.6	128.0 121
Atlanta, Ga.	1,341	117.6	118.7	111.1 110
Augusta, Ga.	387	110.4	171.4	99.0 157
Columbus, Ga.	202	120.0	120.8	101.6 111
Elberton, Ga.	.....	110.4	136.2	90.2 125
Macon, Ga.	500	126.7	123.7	99.5 113
Newnan, Ga.	.....	141.4	162.2	130.0 149
Valdosta, Ga.	16	114.9	117.4	110.0 108
New Orleans, La.	843	100.1	120.8	89.6 111
Hattiesburg, Miss.	178	107.2	117.3	100.0 108
Jackson, Miss.	324	103.6	135.4	109.4 122
Meridian, Miss.	250	95.4	117.3	117.4 108
Vicksburg, Miss.	23	147.0	164.1	118.0 150
<b>Chicago F. R. District</b>	.....	109.2	114.1	93.2 105
Chicago, Ill.	4,532	115.5	123.1	100.4 113
Decatur, Ill.	180	104.3	113.6	95.3 104
Peoria, Ill.	210	116.0	117.5	96.0 108
Rockford, Ill.	353	137.3	117.6	106.5 108
Gary, Ind.	241	182.6	113.8	99.2 104
Sioux City, Ia.	782	113.5	119.4	104.0 110
Waterloo, Ia.	200	153.2	157.0	98.4 144

	BANK DEBITS ('33 as of '32)		Yr. to Date %	Relative Standing
	Trading Area Pop. (000 omitted)	Oct. %		
Bay City, Mich.	118	119.3	124.2	73.1 114
Milwaukee, Wis.	1,226	113.6	111.3	101.4 102
Sheboygan, Wis.	127	103.7	109.0	99.0 100
<b>St. Louis F. R. District</b>	.....	110.2	113.5	96.7 104
Ft. Smith, Ark.	165	108.0	118.7	96.2 109
Helena, Ark.	85	126.5	131.0	109.3 120
Little Rock, Ark.	660	99.8	109.4	90.2 100
Pine Bluff, Ark.	189	123.3	115.2	100.0 106
East St. Louis and Nat. Sk. Yd., Ill.	175	108.9	112.7	94.5 103
Louisville, Ky.	708	111.3	111.1	103.0 102
Greenville, Miss.	15	139.1	153.4	100.7 140
Memphis, Tenn.	927	126.6	150.0	105.5 137
<b>Minneapolis F. R. District</b>	.....	119.6	123.3	110.2 113
Minneapolis, Minn.	567	129.6	136.6	120.2 125
Red Wing, Minn.	46	95.0	114.5	91.1 105
St. Paul, Minn.	366	108.3	113.8	95.9 104
Billings, Mont.	13	116.0	110.9	100.0 102
Dickinson, N. D.	.....	99.6	115.4	90.1 106
Jamestown, N. D.	80	105.9	143.1	100.0 131
Sioux Falls, S. D.	209	100.6	109.5	99.6 100
<b>Kansas City F. R. District</b>	.....	110.0	112.4	99.9 103
Colorado Springs, Colo.	54	106.7	112.0	93.0 103
Denver, Colo.	375	108.8	118.5	100.5 109
Pueblo, Colo.	103	156.6	195.8	104.1 179
Archison, Kans.	26	99.7	110.0	100.0 100
Hutchinson, Kans.	75	114.0	111.0	95.8 101
Independence, Kans.	40	117.2	123.2	78.2 113
St. Joseph, Mo.	306	119.6	121.2	101.6 112
Fremont, Nebr.	40	86.0	114.3	77.6 105
Lincoln, Nebr.	440	104.5	113.0	87.8 104
Bartlesville, Okla.	54	119.7	130.8	117.9 120
Enid, Okla.	190	98.3	117.0	105.2 108
Guthrie, Okla.	55	99.1	135.9	104.3 125
Muskogee, Okla.	140	124.2	117.1	100.0 108
Oklahoma City, Okla.	926	122.5	118.4	96.7 109
Oklmulgee, Okla.	140	111.6	120.4	93.6 111
Tulsa, Okla.	325	111.5	115.6	92.9 106
Cheyenne, Wyo.	67	89.8	110.4	91.0 101
<b>Dallas F. R. District</b>	.....	112.6	118.7	100.4 109
Shreveport, La.	509	112.8	134.9	100.0 124
Roswell, N. M.	35	113.8	110.9	104.2 102
Abilene, Tex.	163	136.8	149.3	111.5 137
Corsicana, Tex.	.....	104.0	122.7	89.9 113
Dallas, Tex.	831	120.0	132.1	102.2 121
El Paso, Tex.	439	110.9	110.3	92.1 101
Ft. Worth, Tex.	318	116.5	109.0	93.7 100
Houston, Tex.	539	119.0	122.3	105.5 113
Pt. Arthur, Tex.	51	128.4	130.7	98.2 120
Wichita Falls, Tex.	239	125.7	121.4	100.5 112
<b>San Francisco F. R. District</b>	.....	104.3	105.9	95.3 97
Phoenix, Ariz.	250	107.3	123.4	91.6 116
Bakersfield, Calif.	72	100.9	135.0	97.9 124
Berkeley, Calif.	91	121.3	120.4	89.0 111
Fresno, Calif.	125	101.5	122.7	90.2 113
San Francisco, Calif.	1,631	107.2	115.0	98.0 106
San Jose, Calif.	150	114.9	117.6	90.8 108
Stockton, Cal.	125	106.3	113.8	89.0 105
Boise, Idaho	109	144.4	119.7	97.2 110
Reno, Nev.	31	83.3	153.0	73.7 140
Portland, Ore.	475	113.2	116.5	105.4 107
Ogden, Utah	66	112.2	118.9	104.8 109
Bellingham, Wash.	100	111.6	109.2	91.1 100
Everett, Wash.	84	103.8	114.3	91.4 105
Seattle, Wash.	513	107.4	115.7	96.3 106
Tacoma, Wash.	230	115.6	122.4	87.8 113
Walla Walla, Wash.	35	97.1	143.9	87.3 132
Yakima, Wash.	82	114.7	124.3	91.9 115



## Timken Finds Lower Middle Class Best Prospects

For many years in the oil burner business practically all sales were made to people living in homes valued upward from fifteen to twenty thousand dollars, and who enjoyed incomes of \$7,500 per year or more. Manufacturers in their sales and advertising efforts appealed only to this cream of the market.

Now, as a result of steady advertising, personal sales contacts, endorsement of users, a progressive lowering of oil burner prices, and the increased purchasing power of middle and lower middle-class people, the situation has changed radically.

The Timken Silent Automatic Company has analyzed its purchasers on the basis of 1932 incomes and finds that its sales are made as follows:

	Per Cent
\$2,000-\$3,000 .....	31
3,000-5,000 .....	32
5,000-Up .....	28
Unknown, Retired, etc. ....	9

At the same time that they made this analysis, they tabulated the residence values of purchasers to get more complete information for use where income statistics might not be available, and also as a means of checking one set of figures against the other. The classification of their sales by residence values is as follows:

	Per Cent
Under \$5,000 .....	7
\$ 5,000 to \$ 7,000 .....	17
7,000 to 10,000 .....	28
10,000 to 15,000 .....	23
15,000 to 20,000 .....	10
20,000 and over .....	10
Unreported .....	5

The oil burner industry estimates that the low saturation point of the industry is still below 5 per cent.

## What Do Consumers Want? GM Asks at Auto Show

Henry G. Weaver, who sends out letters to millions of people under his own name, but who, behind the whiskers, is chief of the analyzation division of the General Motors Corporation, is asking many New Yorkers, "in behalf of a leading group of automobile engineers and stylists," to visit the New York Automobile Show, January 6-13, and check off their reactions in a little note-book which he has designed especially for that purpose. The booklet is filled with interesting sketches of cars and reminders of things that General Motors thinks automobile owners would be interested in checking up on, and it also includes

floor plans of the Grand Central Palace showing just where the various products will be exhibited. There is probably no corporation in the world which tries harder than does General Motors to find out what the public wants.

## Rising Prices Boom Home Sewing; Textiles Will Profit

The substantial rise in prices of ready-to-wear has created a new stimulus for home sewing, which is directly reflected in the general revival of piece goods departments in department stores and in the sales of the patterns supplied both by the Butterick Publishing Company and *McCall's Magazine*.

The merchandising division of the N. R. D. G. A. found from a questionnaire study that 64 per cent of women interviewed wanted more sewing advice from department stores. A working proof of this desire is found in the sewing classes of R. H. Macy & Company, New York, which are very well attended.

"The revived interest in home sewing presents a new opportunity for the branding and advertising of piece goods," one textile executive points out. "This is true because quality manufacturers can afford to spend the time and effort to create designs and quality merchandise if they can deal directly with the consumer. In recent years a house like Cheney found it pretty discouraging to work out new designs when pirate manufacturers could copy them in a cheaper quality material and have them on the market in six days. Firms that manufacture dresses from this cloth didn't care particularly about the quality of the material and so bought at the cheaper price. Here was a case where leadership was definitely penalized."

Revival of interest in home sewing plus educational work done by consumer advertising presents the opportunity to the quality manufacturer of reaping profits for pioneering efforts.

According to the pattern houses, Butterick and *McCall's*, it is impossible to tell whether the increased interest in home sewing is due to more women wanting to sew or more sewing being done per woman. Sales of both houses are appreciably ahead of the same period the year before, although not yet as high as during the boom years. Butterick's report that women buy patterns for the middle grade and higher grade dresses. A woman is unlikely to buy a pattern and material for a dress that would retail at \$6 or \$8. But she will spend twenty dollars to make an evening dress which she feels would sell for \$50 or more.



# Who's Afraid of the

## "Terrible Thirties"?

At this season of mental stock-taking, it is a great satisfaction to know that so many of my clients are prospering. None, perhaps, have broken all-time records for net profits. And certainly I myself have not. But we are getting along, making a little money and having a lot of fun in this adventurous business of gleaning profits from the mails.

I am not sufficiently a charlatan to suggest that these folks are prospering solely through my efforts. Most of them are smart enough to make money without my help. And because they are *that* smart, they naturally exercise considerable shrewdness in the selection of a merchandising counsel!

Perhaps I might be of service to you. It seems, these days, that every minute is mortgaged; but when a new client comes knocking at the door, somehow I always find time for him. Mine is distinctly a one-man organization. I have no assistants or associates in the creative department. If I take on your case, you will receive my personal service in your behalf. Why not tell me something of your problems? No obligation, of course.

By the way, have you been looking for a really inspiring New Year letterhead to kindle the fighting spirit in your sales force? We have a dandy, built around the slogan, "Go After MORE in '34!" A sample? Surely! Just write or telegraph.

### MAXWELL DROKE

P O Box 611

Indianapolis, Indiana

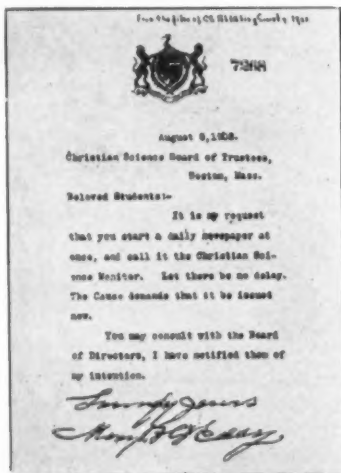


# Media and Agencies

## "To Bless All Mankind"

On November 25 the *Christian Science Monitor* was 25 years old. In February a \$4,000,000 building of the Christian Science Publishing Society, housing the *Monitor* and other publications of this church, will be completed in Boston. Today—midway between these dates—may be appropriate for an analysis of an unique journalistic enterprise.

When an important United States newspaper reaches 25 or 50 or 100 years, letters of congratulations from the President, from fellow publishers and local readers are displayed on page 1. Probably more business men and officials participate than publishers. The occasion is not mentioned much elsewhere—at least not beyond the boundaries of the country.



Mrs. Eddy Enters Journalism: the letter that started an international newspaper.

The range of letters received by the *Monitor* on its anniversary was somewhat wider. Though the *Boston Transcript*, the *New York Sun*, and *Los Angeles Times* wrote to praise its undeviating "courage" and "solid progress," there were apparently even more letters from more distant journals: The Melbourne *Argus*, Tokyo *Nichi Nichi*, *Le Temps* of Paris, *Il Giornale d'Italia* of Rome, *Winnipeg Free Press*, *Shun Pao* of Shanghai, the *London Times*.

The letters emphasized the thoroughness with which, these publishers believed, the *Monitor's* job is being done. *Le Temps* cited its "persevering effort" to "promote a mutual understanding between men of all civilized nations," and the *Argus* praised the paper as an "exemplar of all that is finest to those who cherish the profession of journalism."

Though it calls itself "an international daily newspaper," and is read throughout the world, the *Monitor* is not a large newspaper, by the accepted criteria. Present circulation of all four of its editions—three in the US and one foreign—totals 115,000 (or about half as large as the late Frederick Bonfils' *Denver Post*, published in a city one-third as large as Boston). Its regular issues run 24 to 32 pages. A series of

special rotogravure sections published daily during the 25th anniversary week, included rotogravure sections of 12 to 16 pages. But these combined lacked the daily bulk of the *Chicago Tribune* or the *New York Times*. In total advertising volume the *Monitor* is no *Detroit News*.

The name of the paper, indeed, suggests Christian Science propaganda, and, all editions being published in Boston, even subscribers in American cities get their copies from one to several days late. It emphasizes no personalities among its correspondents (of whom throughout the world there are 300 who are regularly accredited, and hundreds of others who contribute irregularly). It stands aloof from emotions, from battles for immediate ends, and from neighborliness. The church "propaganda" is limited to one column daily—selections from the writings of Mrs. Mary Baker Eddy.

Why, without these ingredients of circulation, has the *Monitor* been able to live and to grow?

Why have the number of its readers and advertisers expanded so consistently for 25 years?

The anniversary issues were subscribed to by 315,000 people in more than 100 countries. Probably not more than half of these were Christian Scientists. The *Monitor* has about 22,000 advertisers—18,000 of them retail. Not 5 per cent of the total are companies whose prevailing executives are members of the church. Advertisements published daily total between 500 and 1,000. In 1933 they came from the United States, Canada, Cuba, Hawaii, Alaska, 18 European countries, and from Egypt, Tunisia, South Africa, Australia, New Zealand and India.

In the *Monitor* the loyalty to advertisers on the part of readers has become inseparably a part of the loyalty to the paper itself. This larger loyalty has been built on an unusual breadth in conception, a thoroughness in collecting the news, and a lack of bias and provinciality in presenting it. While handling a certain amount of spot news, the paper endeavors to concentrate on events of more than passing interest. As stated in the anniversary supplements: "The *Monitor* strives to reach down to the substance of events, from which may be drawn the cause as well as the effect, the meaning rather than the mystery, and an evaluation which may often aid men to see themselves not as hopelessly outraged beings, but as still undaunted if harassed masters of the affairs and the issues of their day."

## "Crime Never Pays"

"It does not avoid crime news, as has sometimes been misstated; but in going into unconstructive situations it does so with a constructive intention."

"It regards itself as serving men well, if it can hold before men's eyes a vision that transcends the disappointing experiences of the hour."

Member of the Associated Press and the United Press, the *Monitor* maintains its own bureaus and news offices in various cities of the United States and Europe, and special correspondents throughout the world. It is essentially a news paper. But

it is also striving more and more to be a paper of fair and constructive interpretation. A weekly magazine section, called "The Wide Horizon," is being added January 3.

The slogan of the paper—if the word slogan be not unseemly in this connection—is from Mrs. Eddy:

"To injure no man, but to bless all mankind."

## Fatter Phone Books

For the first time since the great debacle of 1929, the Fall issue of the Manhattan Telephone Directory, just out, has gained pages and listings—12 pages and more than 5,000 listings. Advertising volume, as shown below, likewise picked up:

Fall, 1932 ... \$90,585 with 979 advertisers  
Summer, 1933 ... 80,803 " 957 "

Fall, 1933 ... 90,885 " 1,017 "  
The Manhattan Classified Directory, published by R. H. Donnelly Corporation, made an even better gain:  
Fall, 1932 ... \$510,670 with 11,234 advertisers  
Summer, 1933 ... 528,751 " 12,972 "

Fall, 1933 ... 556,242 " 15,041 "

## NBC-CBS Comeback

NBC will close the year with time sales income of 15 per cent under last year and CBS about 20 per cent under. This represents a big comeback during the Fall, since in Midsummer Columbia was 40 per cent down, and NBC showed a dip of 30 per cent.

## Morning Afters

The Emerson Drug Company, maker of Bromo-Seltzer, has appointed J. M. Mathes, Inc., to handle their advertising. The campaign is said to be in the million dollar class, and to represent more than twice as much as the company ever spent before. It is the first time the company has employed an agency.

## Newspapers Up

December lineage figures on a country-wide basis are not available as we go to press, but it is doubtless significant of the country as a whole that every New York and Brooklyn paper—morning, afternoon, Sunday—made substantial gains during December in total lineage, retail, general, department store and automotive classifications. Media Records, Inc., which supplied this information, has released a trend chart of newspaper advertising in 52 cities for the month of November, which showed a 5.2 per cent gain over last year, the biggest gain in several years with the single exception of the month of August.

## H. B. to Hearst

Dick Berlin, general manager of the International Magazine Company, announces the acquisition of *House Beautiful* from the Atlantic Monthly Company, and the merger of that thirty-seven-year-old publication with *Home & Field*, effective with the January, 1934, issue. We are likely to witness a stirring competitive race be-

tween the merged papers and Mr. Conde Nast's *House & Garden*.

### Beverage Items

Current issues of *Midd's Criterion* and *Bowne's Wines & Spirits* are in excess of 150 pages over-all and *Spirits* is over the 100 mark. . . . Plumbers are called upon to install so much beer equipment that *Domestic Engineering*, which for several months has been running a beer equipment supplement, will soon bring out a separate publication with a coverage among dealers handling beer equipment. . . . *Brewery Age* will bring out in February, a 1934 Buyer's Guide.

### Advancement and Change



D. D. Patterson

Don Patterson—former reporter, editor, war veteran, S.E.P. rep, and Lord & Thomas account executive—is the new advertising director of the Scripps - Howard Cincinnati *Post*. His advancement in the organization was rapid, as he joined S-H only two years ago.



H. J. C. Henderson

Herbert C. Henderson has been elected vice-president of the *American Weekly Magazine*, with headquarters in Chicago. He goes into magazine work after a long experience in the automotive field where he served Henry Ford as sales manager of the Lincoln Car division. During the last seven years he has been director of advertising and service for the Fisher Body Corporation.

### Miscellany

The Squibb institutional and dental cream account goes to the Geyer-Cornell Company, New York. . . . Dwight Mills resigns as sales manager of the *Business Week*, to join Kenyon & Eckhardt. Edgar Kobak has temporarily taken over the advertising direction of *Business Week*. . . . *Sunset Magazine* has elected James W. Young, former Thompson Chicago manager and author of the "Young Report" as a director. . . . *Serenade* is the new title selected for the *Illustrated Love Magazine*, a Tower publication. . . . *Parent's Magazine* predicts that its 1934 circulation will reach the one-third of a million mark, but present advertising rates are guaranteed through next year. . . . Castle Films has completed in eleven days a motion picture for Chevrolet, soon to be shown to dealers throughout the country. Called "Mohair Velvet," it emphasizes the car's fittings, particularly upholstery. . . . Arthur R. Anderson, former eastern advertising manager of *Literary Digest*, has joined Marshchalk & Pratt, New York agency. . . . Kent R. Costikyan has joined Platt-Forbes, Inc., New York agency, as account executive. From 1919 to 1933 Mr. Costikyan was sales promotion and advertising manager of Kent-Costikyan, Inc., rug importer.

## AN ADDRESS WITHOUT AN APOLOGY

**N**O VISITOR to New York, nor permanent resident here, need ever apologize to friends nor indulge in self-recrimination for selecting 12 East 86th Street as a home address in this metropolis.

Ideal location in the select Metropolitan Museum—Central Park—Fifth Avenue center yet only 15 minutes from shops and theatres.

Apartments, furnished or unfurnished, with dining alcoves and fully equipped kitchens (not serving pantries); also transient accommodations from \$4 daily. Booklet F on request.

**The  
Croydon**  
12 EAST 86<sup>th</sup> ST. . . . NEW YORK

## Hail the Prosperity of the New Year!



Bid good-bye to depressions for all time . . . forget the last year's battles . . . start the new year with a renewed spirit of accomplishment . . . do your best and look the successful man you are.

Graduate to the "custom-tailored" class . . . eliminate those machine made, artificial, good-enough clothes you used to wear.

Visit our establishment . . . select the imported fabrics that please your idea of what a handsome business suit should be . . . discover the high standard of value that Shotland & Shotland

will custom tailor for you at a price unbelievably low.

BRyant 9-7495

**Shotland & Shotland**

...Custom Tailors...

574 FIFTH AVENUE (at 8th Street) NEW YORK CITY

## To Executives Interested in More Sales

Estimated consumer's income total in the United States or the next six months is 31% above the same period of a year ago. This means increased opportunity for those Executives who know where the heaviest increases will be. Are you one of these?

The latest Brookmire Sales and Credit Map shows in detail the total estimated consumers' income by states and sections and fully discusses the prospects. It is valuable in planning sales and advertising appropriations. Send for it today.

BROOKMIRE, INC.,  
551 Fifth Avenue, Dept. SM-61,  
New York, N. Y.

Without obligation send me the latest Brookmire Sales and Credit Map and description of your Service for Sales and Advertising Executives.

Name .....

Company .....

Street ..... City & State .....



## "WHAT LUCK!

You're just the man  
I wanted to see!"



### At The ROOSEVELT.

meetings like this are an every-day occurrence—you do meet the men you "wanted to see." It isn't luck—it's simply that the men and women of your world naturally stop at the Roosevelt. They appreciate value, in hotel service as in everything else. And the Roosevelt is New York's best value—the least expensive finer hotel.

Rooms now  from \$4.00

### The ROOSEVELT

Edward C. Fogg, Managing Director  
Madison Ave. and 45 St., NEW YORK  
A UNITED HOTEL

## McNamara's One-Day Sales Drive

(Continued from page 12)

be easily arranged. In addition to the life contract, this man was also good for an accident policy calling for \$100 a week and \$2,000 reimbursement.

Greenbaum believes that the dominating factor in his success during the day was that he expected to do business with everyone he talked to, and took the attitude that he was the representative of a big institution that had plenty of money which he would endeavor to get for his prospects.

While Greenbaum's long experience in the insurance business carried him through in excellent fashion, the work of Bruce D. Lowry, 31 years of age, was perhaps a little more sensational. His youth and physical resources, developed as Number 2 on the Syracuse varsity crew of 1921 and 1922, carried him along on a wave of enthusiasm. Like Greenbaum, he used the telephone the previous afternoon to make definite appointments, and, where he had one or two good clients in positions of authority, he asked them to select four or five names for him. This enabled him to arrange his plans geographically and thereby save considerable time.

### First Sale at 3:15 A.M.!

Lowry had a total of 70 people to see on the day of the drive, and all these were in a radius of 20 square blocks. Having made a previous wager that he would write more applications than ever written before in the history of the John C. McNamara Organization, Lowry was not only restless, but nervous, and at 2:30 in the morning decided to get going.

He had planned for an early start in Washington Market and his first application was written at 3:15 A.M. He wrote five more applications for \$1,000 each, and before eight o'clock in the morning, right in the same neighborhood, had twelve applications signed. A great number of these were secured as the men, working around the market, relaxed and began to take on fuel in the form of coffee and rolls or something else more sustaining.

At noon time, Lowry had a total of 19 applications, which was a little ahead of his schedule, and nearly equal to his last year's record, when he wrote 22 for the entire day. He figured that if he could get 10 more applications he would not only win the contest, but set an excellent mark for himself.

Probably because of his increasing physical activity and also because he figured he needed only 10 more, the

going was somewhat tougher in the afternoon, and during the next six hours he completed only 7 applications, bringing his total to 26.

Up to this time, Lowry had forgotten that there was such a thing as a Christmas Club, and that it had enabled a great number of people to receive \$57,000,000 in the metropolitan area. Remembering that, he realigned his forces while he was having his dinner, took a good rest, made a few telephone calls and then started out again. But at 10:00 o'clock, when he reported to the office, he had received only three more applications, making a total of 29. He found out at the office that there were a number of unreported men, and knowing that there was a possibility that he might be beaten, he decided to use the remaining two hours canvassing. So he visited a few neighborhood restaurants, where he obtained the other six applications by telling the prospects that if they set aside 25 cents a day from their tips this quarter a day would enable them to have \$1,000 in cash in ten years.

Lowry got back to the office at 11:55—the winner.

### New Business Books Recently Received

*Introduction to Sales Management.* By Harry R. Tosdal. Published by McGraw-Hill Book Company, Inc., New York City. Price \$3.50.

*A Decade of Radio Advertising.* By Herman S. Hettinger. Published by the University of Chicago Press, Chicago, Ill. Price \$3.00.

*Scientific Salesmanship.* By Charles Bennett. Published by the American Efficiency Bureau, St. Louis. Price \$3.00.

*The Traveling Salesman Himself.* By Herbert N. Casson. Published by the Efficiency Magazine, London. Price 5/-.

*Trade Associations.* By W. J. Donald. Published by the McGraw-Hill Book Company, Inc., New York City. Price \$4.00.

*Distribution Today.* By O. Fred Rost. Published by Whittlesey House, McGraw-Hill Book Company, Inc., New York City. Price \$3.00.

*Personal Achievement.* By J. C. Roberts. Published by Whittlesey House, McGraw-Hill Book Company, Inc., New York City. Price \$2.50.

*"Brasstacks" the Case for Sanity in Advertising.* By George S. Royds. Published by Ivor Nicholson & Watson, Ltd., London.

*The Secret of Selling Yourself.* By Bert Hillyer. Published by the Hillyer Company, River Forest, Illinois. Price 25 cents.

*America Self-Contained.* By Samuel Crowther. Published by Doubleday, Doran & Company, Inc., Garden City, New York.





Booklets reviewed below are free unless otherwise specified, and available either through this office or direct from the publishers. In addressing this office, please use a separate letterhead for each booklet requested, to facilitate handling. The address is SALES MANAGEMENT Readers' Service Bureau, 420 Lexington Avenue, New York, N. Y.

Surveys for which a charge is made are so indicated. Requests for these, accompanied by the purchase price, should be mailed direct to the publishers.

### NBC Reports Show How Major Industries Use Radio

"How are our competitors using broadcast advertising?" "How much are they spending on radio?" "Which industries are the largest investors in broadcast advertising?"

These are but a few of the questions answered for advertising executives in the series of NBC Industrial Studies, each one a complete review of network broadcast advertising, and covering the following industries:

- Building industry
- Hotels and travel companies
- Garden industry
- Jewelry and silverware industry
- Tobacco industry
- Confectionery and soft drinks industry
- Clothing and dry goods industry
- Automotive industry
- Financial and insurance companies
- Drugs and toilet goods industry
- Paint and varnish industry
- Lubricants and petroleum industry
- Food industry
- Soaps and housekeepers' supplies industry
- Furniture and house furnishings industry
- Shoe industry
- Miscellaneous network broadcast advertisers.

These studies are in constant process of revision, and present graphically and with figures the amounts spent (for time on the air only—program costs are not given) by each company, the dates of broadcast advertising programs, and in a good many instances the results attributed to the broadcast advertising as stated by executives of the advertiser or the agency. The study on "Broadcast Advertising of the Food Industry," for example, was revised in April, 1933. It shows that in the last three years more has been spent by food manufacturers for NBC advertising than by any other industrial group; who the advertisers are that spend ten million dollars annually for broadcast advertising; how, when and where they advertise and the nature of their programs. The food study is divided into five parts—cereals and flour, canned goods, beverages and dairy products, condiments and relishes, and food stores. The information is tersely given in each case, requiring a minimum amount of time to get at the "meat" of each advertiser's story.

The studies on furniture and house furnishings, shoes, and miscellaneous network advertisers (including publishers, motion

picture producers, sporting goods, toys, dog food and poultry feed manufacturers, service organizations, political organizations, etc.) are the most recent of the series. A study on radios, phonographs and musical instruments is in preparation and will be available shortly.

Each booklet is 8½ by 11 inches in size, and designed to occupy a minimum of desk or filing space. Copies are available to interested executives, without charge. Address E. P. H. James, Promotion Manager, National Broadcasting Company, Rockefeller Center, New York.

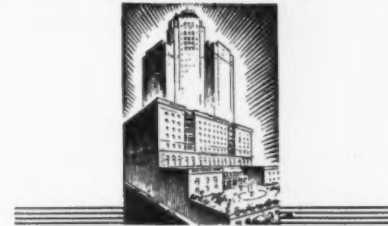
### Centralized Correspondence Departments

A study by the Policyholders Service Bureau of the Metropolitan Life Insurance Company has just been published on the subject of improving the caliber and effectiveness of correspondence, either through a group of trained correspondents under the direction of a qualified supervisor, or through correspondents in each department under the guidance of a central correspondence critic or supervisor. Helpful to executives working toward this same goal. Write direct to the Bureau, New York City.

### More Chance to Sell!

Under this title, the always interesting and alert promotion department of the *New York Times* picture newspaper, has reproduced another series of its advertisements as originally published in *Women's Wear*. With amusing text and pictures, it considers the pinching problem of Mr. Ernest Oddle the shoe-buyer, the advertising dilemma of Mr. Dropstitch Jones, the curtain buyer, and explains why Stella's underwear sales are 'way under where underwear oughta be. Even if you have no direct interest in retail advertisements, you will find good selling ideas in this brochure.

Address L. E. McGivena, promotion manager, *New York News*, 220 East 42nd Street, New York.



### LOW RATES

Comfortable rooms—  
hospitable service  
.... excellent inexpensive cuisine....

FROM FOUR DOLLARS  
A DAY  
COURT ROOMS—THREE FIFTY

MARK HOPKINS

OR

THE FAIRMONT

HOTELS

OVERLOOKING

SAN FRANCISCO

### Personal Service and Supplies

Classified Rates: 50c a line of seven words; minimum \$3.00. No display.  
Cash Basis Only. Remittance Must Accompany Order.

### EXECUTIVES WANTED

**SALARIED POSITIONS \$2,500 to \$25,000.** This thoroughly organized advertising service of 24 years' recognized standing and reputation carries on preliminary negotiations for positions of the caliber indicated, through a procedure individualized to each client's personal requirements. Several weeks are required to negotiate and each individual must finance the moderate cost of his own campaign. Retaining fee protected by a refund provision as stipulated in our agreement. Identity is covered and, if employed, present position protected. If you have actually earned over \$2,500, send only name and address for details. R. W. BIXBY, Inc., 118 Delward Bldg., Buffalo, N. Y.

**SALES EXECUTIVE—REPUTABLE AUTOMOTIVE** and industrial manufacturer interested in sales executive with analytical mind and abundance of energy—capable of analyzing markets, and merchandising plan. Only men with long experience and successful sales background should apply. For

consideration, give age, experience and salary expected. Address Box 394, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

### POSITIONS WANTED

**42, AGGRESSIVE, CAPABLE, WITH SUCCESSFUL** sales record thru utility, jobber and dealer accounts, selling major electric appliances for the home, for large national concerns. Possesses well balanced background and ability in organizing, marketing and sales management. Available for immediate connection in executive or selling capacity. Box 391, SALES MANAGEMENT, 333 North Michigan Avenue, Chicago, Illinois.

**EXPORT SALES EXECUTIVE, 37; UNIVERSITY** education, fifteen years' experience in foreign sales organization, and management. Extensive travel abroad. Fluent linguist. Interested in associating myself with a manufacturer desiring able, aggressive sales executive to promote foreign business, and all advantages that it offers. Box 393, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

TORONTO  
MONTREAL  
WINNIPEG  
LONDON, EN

GIBBONS KNOWS CANADA

REGINA  
CALGARY  
EDMONTON  
VANCOUVER

# C o m m e n t

**R**ABBITS FROM A HAT: When discussing matters of major importance in times of national stress, it may seem inappropriate to mingle governmental activities with such things as rabbits and hats. Yet it is doubtful if any simile better portrays the technique of President Roosevelt in his efforts to expedite recovery. . . . Just when most of us think that public works constitute the biggest subject for discussion, out pops the Civil Works Administration, a brand new conception for getting quick action on a nation-wide scale—a quite unheralded plan for boosting employment and payroll spending-power to the tune of \$50,000,000 per week. . . . Then when it looks as if the temporary and largely speculative boost which NRA and AAA gave to prices is waning, along comes the unexpected plan to buy gold at home and abroad with RFC debentures. . . . Then, as we grow more conscious of the persistent existence of surpluses, up pops Federal Surplus Relief Corporation, a brand new angle of attack on an age old problem. And only this week, with the controversy about gold buying raging down to the minutest merchant counters and the littlest hearthstones where self-made, overnight-made economists gather in neighborly circles, out flies the new plan for buying silver. If any one had a tip about what the government was going to do with silver and when, they are certainly still conspicuous by their absence and more particularly by their failure to take speculative advantage. . . . For some time now, the wits have burst forth with their "wise cracks" about government by initials. What with AAA, CWA, PWA, NRA and all the other alphabetical creations, it looks as if somebody, possibly the telephone company, ought to offer a gigantic prize for the person who can work the greatest number of three and four letter combinations out of a little old alphabet with only 26 characters. . . . Seriously though, and to get back to rabbits and hats, it does look as if our resourceful President meant what he said when he told us that, in a spirit of frank experimentation, if one plan didn't work he would try another. It also looks as if he failed to add that as soon as one plan began to fail, or at least fall short of the hoped-for results, he would be *ready and waiting* with two new ideas with which to supplement every one idea beginning to get shopworn. . . . If we view the succession of new conceptions solely in an intellectual way, we cannot but marvel at the originality, the diversity, the enthusiasm, the resourcefulness with which barrage after barrage is being launched against old demon Depression. Maybe all these plays will not work. Maybe some of them will come literally closer to legerdemain than to ledger domain. But way down in our hearts a great many of us would rather be playing on the team that can spring two new plays every time an old one begins to slip than we would be holding on ineffectively to "old football."

**T**HE ACHILLES HEEL? Almost every great ruler, since history began, has faced threats to his power, or at least to the success of his power. Sometimes these come from within, more often from without. The point is: it looks as if Professor Tugwell is very possibly a real threat to the success of the Roosevelt administration. We say this regretfully and not as an opinion of this magazine, but rather as honest, straightforward reporting of what we hear said not only in and around Washington but in and around the whole business world. . . . Apparently very few doubt Dr. Tugwell's sincerity, the high order of his intellectual attainments, the engaging qualities of his personality or even the worthiness of many of his objectives. Yet there seems to be a growing consensus that he is not practical or even safe when it comes to determining ways and means to reach a given end. Maybe he is right. Maybe his attitude and ideas are not correctly understood by people at large. Perhaps they are understood only too well. We do not know. But rightly or wrongly, he has come to be looked upon by many as an impractical champion of reform—as a man who would try to rectify so many things on such a complete scale and on so immediate a basis that even God must wonder at the extent of his program. Many fear too rapid upheaval of either social or economic orders can only bring increased stagnation rather than enlarged activity and greater prosperity. They visualize the patient being killed by too much supposedly curative medicine in one dose. They think reform, like temperance, must be evolutionary to be practical. . . . His bitterest opponents think he, more than most others, stands as the exponent of such things as (1) elimination of the capitalistic system, (2) state ownership of business, (3) redistribution of wealth by drastic measures, (4) elimination of advertising and (5) many other ideas commonly associated with socialism and even with communism. . . . That all these things can be true, we frankly doubt. But, unfortunately, the impression which the public and which business men hold of this or that individual is not always either fair or accurate. In our judgment, Professor Tugwell has a very real task before him—the *practical* matter of reforming the opinion which many people are forming about him. Either this, or else he may soon be recognized as the Achilles heel of the Roosevelt administration. . . . The recent deluge of admittedly "lousy" whiskey, the continued racketeering in that superlatively important food commodity known as milk, and the recent raid of an ousted Tammany on the treasury of America's largest city, are but straws in the wind that should leave us grateful for step-by-step progress instead of overly hopeful of transcendental perfection in one day and one night.

Ray Bill